CHAPTER - 3

ENTREPRENEURIAL MOTIVATION
CHAPTER - III

ENTREPRENEURIAL MOTIVATION

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3.1 INTRODUCTION:

Industrial activity in any country at any time is affected by several factors. These factors include social, economic, institutional, cultural and political structure of a country, government's preferences and policies for adopting industrial activity, ability and willingness of the individuals to launch industrial enterprises, and overall socio-economic environment of the country which together motivate an individual to enter into manufacturing.

Motivation is the set of forces that causes people to engage in one behaviour rather than some alternative behaviour\(^1\).

The term, "Motivation" has come from the Latin word 'movere' the meaning of the same is "to move". That means to move from present situation to better situation. Motivation is the willingness to do something, and is conditioned by this action's ability to satisfy some need for the individual. The common man thinks that people go for business to earn money, but it is not always true.

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3.2 DEFINITION OF MOTIVATION :-

* Shartle defines motivation as "a reported urge or tension to move in a given direction to achieve a certain goal"².

* Similarly Berleson and Steiner define motivation, "as an inner state that energies, activates, or moves, and that directs or channels behaviours towards goals"³.

* Scott has defined motivation as "Motivation means a process of stimulating people to action to accomplish desired goals"⁴.

* As against this McFarland has defined it as, "Motivation refers to the way in which urges, drives, desires, aspirations, strivings needs direct, control, or explain the behaviour of human beings"⁵.

From the above definitions three forms related to motivation are noticed:


(i) Which factors nurture the behaviour?

(ii) Which factors direct the behaviour?

(iii) How to maintain such behaviour?

The characteristics of motivation are as under:

(1) It has two parts
   (a) to motivate self
   (b) to motivate others.

(2) The concept of motivation is based on assumption that a behaviour of a person is goal oriented and it is directed to complete the task.

(3) The behaviour varies from man to man.

(4) It is an internal condition

(5) It is an inspiring process to do work.

(6) It is goal oriented process.

3.3 MOTIVATING FACTORS:

Several research studies have been conducted to identify the factors that inspire entrepreneurs.

Achievement motivation is a detailed study of one's inner ability. Is it possible that all the people can be 'successful entrepreneurs? To find out the facts many studies have been
undertaken. Out of all these studies, the findings made by David McClelland are very important. Here I am presenting the findings of some of the studies made by various researchers.

According to the advocate of sociological and psychological factors, entrepreneurship is most likely to emerge either under a specific set of social conditions or when a society has a sufficient supply of individuals possessing particular psychological characteristics. But the advocates of economic factors suggest that economic growth and development and entrepreneurship will occur most likely in those situations where particular economic conditions are most favourable.

In his study, R. A. Sharma\(^6\) classified the factors motivating the persons into two types as follows:

1) Internal factors include the following
   
   (a) Desire to do something new
   
   (b) Educational background
   
   (c) Occupational background or experience.

2) External factors include:
   
   (a) Government assistance and support
   
   (b) Availability of labour and raw-material

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(c) Encouragement from big business houses

(d) Promising demand for the product.

While studying entrepreneurial motivation, Murthy et al. studied and classified the motivating factors on different basis. According to them, entrepreneurs are motivated to start business enterprises due to the following three types of factors:

1. Ambitious factors
2. Compelling factors
3. Facilitating factors.

In another study on motivating factors, which was undertaken by P.N. Mishra regarding Indian Entrepreneurs, the factors prompted them to promote their companies are divided into two major sub-heads viz., internal factors and external factors.

Motivating Factors

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Educational Qualifications</td>
<td>* Assistance from Govt.</td>
</tr>
<tr>
<td>* Occupational Experience</td>
<td>* Assistance from financial</td>
</tr>
<tr>
<td>* Desire to work independently</td>
<td>* Availability of technology/</td>
</tr>
<tr>
<td>in manufacturing line</td>
<td>raw-materials</td>
</tr>
<tr>
<td>* Desire to branch out to</td>
<td>* Demand of a particular</td>
</tr>
<tr>
<td>manufacturing from present</td>
<td>product</td>
</tr>
<tr>
<td>occupation.</td>
<td>* Wanted to utilise excess</td>
</tr>
<tr>
<td>* Family background</td>
<td>money</td>
</tr>
<tr>
<td>* To earn profits and to</td>
<td>* financial help from non-</td>
</tr>
<tr>
<td>possesses wealth</td>
<td>government sources.</td>
</tr>
<tr>
<td>* To engage family members</td>
<td></td>
</tr>
<tr>
<td>along with himself</td>
<td></td>
</tr>
<tr>
<td>* To possess social prestige</td>
<td></td>
</tr>
</tbody>
</table>

All the factors cannot be equally important for all types of entrepreneurs and, therefore, entrepreneurs make their own preferences for different types of factors. Table 3.1 shows the first three ranks signifying the three most important factors on the basis of preferences assigned by different types of entrepreneurs and their conversions into weight.
<table>
<thead>
<tr>
<th>Motivating factor</th>
<th>First preference</th>
<th>Second preference</th>
<th>Third preference</th>
<th>Fourth preference</th>
<th>Weighted total</th>
<th>Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Educational qualification</td>
<td>20</td>
<td>08</td>
<td>00</td>
<td>01</td>
<td>105</td>
<td>III</td>
</tr>
<tr>
<td>* Occupational experience</td>
<td>51</td>
<td>20</td>
<td>01</td>
<td>00</td>
<td>266</td>
<td>I</td>
</tr>
<tr>
<td>* Desire to work independently in Manufacturing line</td>
<td>14</td>
<td>09</td>
<td>01</td>
<td>00</td>
<td>85</td>
<td>V</td>
</tr>
<tr>
<td>* Desire to Branch out to manufacturing from present occupation</td>
<td>16</td>
<td>06</td>
<td>01</td>
<td>00</td>
<td>84</td>
<td>VI</td>
</tr>
<tr>
<td>* Family Background</td>
<td>09</td>
<td>12</td>
<td>01</td>
<td>00</td>
<td>74</td>
<td>VI</td>
</tr>
<tr>
<td>* Assistance from Government</td>
<td>03</td>
<td>17</td>
<td>16</td>
<td>02</td>
<td>97</td>
<td>IV</td>
</tr>
<tr>
<td>* Assistance from Financial Institutions</td>
<td>04</td>
<td>23</td>
<td>21</td>
<td>01</td>
<td>128</td>
<td>II</td>
</tr>
<tr>
<td>* Availability of Technology/ Raw materials</td>
<td>03</td>
<td>05</td>
<td>00</td>
<td>00</td>
<td>27</td>
<td>VIII</td>
</tr>
<tr>
<td>* Other Factors</td>
<td>05</td>
<td>02</td>
<td>00</td>
<td>00</td>
<td>26</td>
<td>IX</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>125</td>
<td>102</td>
<td>41</td>
<td>04</td>
<td>812</td>
<td></td>
</tr>
</tbody>
</table>

Dr. Mishra P. N., Development Bank and the New Entrepreneurship in India, 1987, P. 98.
Business executives, traders/merchants and engineers/consultants considered their occupational experience as the most important motivating factor. It was mainly due to their nature of work handled, before the promotion of the particular project under consideration. Since most of the entrepreneurs from business executives and engineers/consultants categories were technically and professionally qualified, they considered educational qualification as the second important motivating factor. The business executives were also imbued with the spirit of desire to work independently in manufacturing line to make use of their knowledge and experience and so they attributed this desire a third place in their rankings. The desire to work independently shows the need for achievement of different types of entrepreneurs. It is generally observed that there is higher need for achievement in executives, engineers and other professionals. McClelland says that in a mobile society where an occupational position is somewhat dependent upon performance (rather than on family or political connections) managers/executives should have higher need for achievement, than men in other occupations. Some entrepreneurs who were employed as business executives told during the survey work that it did not suit to their temperament to work for others and, therefore, they started manufacturing work as their own.
Government servicemen, contractors, and entrepreneurs from agricultural activities considered assistance from government and assistance from financial institutions as the most important motivating factors. Assistance from financial institutions was also a preferred factor for the teachers/professors, traders/merchants and other businessmen, who considered this factor as an important supporting factor. Entrepreneurs from government services, agriculture and related activities, small-scale trading and others business, perhaps, would not have taken the manufacturing activity without assistance from government and financial institutions. (Vide : Table 3.2).

One of the important characteristics of the entrepreneurs of the study was that they were having successful record in their previous occupations. Most of the civil and business executives were working at the top level of their organisation. Business executives have also credits for implementing the expansion and diversification plans in their organisations. Even military personnel were from the higher cadres of their units. Professionals, traders/merchants, contractors, other businessmen and persons engaged in agriculture and agricultural activities were also working in their occupation successfully. Even those entrepreneurs who desired to branch out to manufacturing, had successful performance in most of the cases, in their occupations. Thus, such persons moved to
Table 3.2

Occupational Background of the Entrepreneurs and their rating for different motivating factors

<table>
<thead>
<tr>
<th>Occupational Background</th>
<th>No. of units</th>
<th>Educational</th>
<th>Occupational background</th>
<th>Desire to work independently</th>
<th>Desire to branch out to manufacturing</th>
<th>Family background</th>
<th>Assistance from Govt.</th>
<th>Assistance from financial institution</th>
<th>Availability of technology/raw material</th>
<th>Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Government Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Military</td>
<td>02</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil</td>
<td>05</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Business Executives</td>
<td>34</td>
<td>II</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Professions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineers/Consultants</td>
<td>09</td>
<td>II</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teachers/Professors</td>
<td>04</td>
<td>I</td>
<td>II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>04</td>
<td>III</td>
<td>II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Business And Related Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traders/Merchants</td>
<td>43</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractors</td>
<td>10</td>
<td></td>
<td>III</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>08</td>
<td>II</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Agriculture and Related Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>06</td>
<td></td>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ibid. P. 104
manufacturing to take entrepreneurial activities in the industrial fields after getting success in their occupations and not as rejected, from their previous occupations. They might have been motivated or initiated by their achievement in their previous employment/occupations. It also shows that such persons were having more than average level of achievement motive since most of them got promotions in their employment and others achieved success in their business/professions in a short period of their workings.

Thus, the above analysis shows that different factors were responsible for motivating different types of entrepreneurs to go in for manufacturing activity. But it is also clear from the study that occupational experience from among the internal factors and assistance from financial institutions from among the external factors emerged as the main motivating and supporting factors.

Other studies undertaken by different researchers regarding the factors motivating person to become a particular type of entrepreneurs also discloses following observations.

- SIET (Small Industries Extension Training Institute) Hyderabad (1974) study reveals that "economic gains" was the most important reason for starting the small industrial units followed by "ambition", "social prestige" and "social responsibility" in that order. Along with this, "high demand" for the product perceived has been the most encouraging factor.
The study of K.L. Sharma (1976) regarding inter-state patterns of entrepreneurial performance affirms that socio-economic background matters, to some extent, for one's entry into manufacturing.

"Getting off the land" is an essential first step towards industrial entrepreneurship which is usually initiated by the grandfather or father of the entrepreneurs. The dropouts from the farming occupations are remarkable. Out of the 28 original farmers all dropped out within two generations.

The field survey reveals that out of the 90 respondents, 70 (77.78%) respondents stated that they did receive some help from the family by building their occupational career as entrepreneurs. This help / assistance includes financial help assistance in education, inherited property, family connections, etc. Out of the total 90 respondents, 73.33 percent received financial help from their families.

Out of the 67 respondents, 28 (41.79%) affirmed that the economic gain was the most important incentive for them to leave the previous job and was the important motivational factor for starting the small industrial units. It is also true that economic gains are always conceived as a means to or as an indicator of social status.
A few respondents stated that they were motivated by the idea of “creating jobs for others” for starting their own enterprise. This can be an important motive in a situation like India where the employment is necessary.

- Out of these 28 respondents who left their previous occupation on account of low income 20 (71.43%) were business owners. It means that the business owners expect high profit in industrial endeavours than trading and other allied activities.

- The study also reveals that the motivation for establishing a concern is mainly a family motivation, as the family involvement to prepare one of its members for industrial entrepreneurship is considerably important.

- In another study undertaken by Vivek Deolankar on motivating factors, it was found that out of a sample of 264 small scale entrepreneurs 98 (37.12%) wanted to do something pioneering and innovative. For 74 (28.03%) entrepreneurs, the principal motivating factor was the desire to be free and independent. For 56 (21.21%) entrepreneurs the motivating factor was high demand, prospects for the product and for 36 (13.64%) the main motivating factor to start enterprises was availability of sub-contracting facilities from large units.
By and large, similar study and its findings are also undertaken by me of 50 small-scale entrepreneurs of Gujarat State. The findings are summed up in the following Table 3.3

Table 3.3

Factors which prompted the new entrepreneurs to enter entrepreneurship

<table>
<thead>
<tr>
<th>Factors</th>
<th>No. of entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Factors Intrinsic to Entrepreneurs :</td>
<td></td>
</tr>
<tr>
<td>(i) Enterprising Attitude</td>
<td>6 (12)</td>
</tr>
<tr>
<td>(ii) Training / education in such kind of production</td>
<td>2 (04)</td>
</tr>
<tr>
<td>(iii) Previous experience in the same or related line</td>
<td>11 (22)</td>
</tr>
<tr>
<td>II Factors Extrinsic to Entrepreneurs</td>
<td></td>
</tr>
<tr>
<td>(i) Short supply to a heavy demand for product</td>
<td>12 (24)</td>
</tr>
<tr>
<td>(ii) Government and institutional assistance</td>
<td>10 (20)</td>
</tr>
<tr>
<td>(iii) Advice of business friends</td>
<td>03 (06)</td>
</tr>
<tr>
<td>(iv) Profit earned by friends in similar concern</td>
<td>02 (04)</td>
</tr>
<tr>
<td>(v) Contact with others</td>
<td>03 (06)</td>
</tr>
<tr>
<td>(vi) Unsound units available at cheap price</td>
<td>01 (02)</td>
</tr>
</tbody>
</table>

Total 50 (100)

N.B. Figures in brackets denote percentages to total

Source: Field work.
The Table 3.3 reveals that the important factor that brought people to industry is heavy demand for the particular product in market. The next factor is one's previous experience gained in the same and/or related line that has been the motivating factor to plunge into industry. Many individuals (20 per cent) are attracted by extrinsic factors like Government Assistance in one or other form. In fact, an overriding inclination with them may not be their strong desire to do something independently in life nor any kind of experience gained, but it may be due to availability of financial assistance from the institutional sources which can motivate their entrepreneurial spirit.

3.4 MODEL OF MOTIVATION:

All the human beings have a desire to have one or more needs to be satisfied for one or another reason. This happens due to the result of dissatisfaction of present situation. In other words, need arises from the dissatisfaction. The person is directed to do something to satisfy the need, and therefore he put his all the efforts till the need is satisfied fully. During this period, through feedback he changes his behaviour so that he can work in right direction to achieve goal. As soon as the goal is achieved the dissatisfaction is over, but the needs are constant and infinite, therefore the process remains continued.
From the above model, following sequence of process is clear:

1) The need arises from the existing dissatisfaction.

2) To satisfy the need a person is tempted to work.

3) As soon as the goal is completed the dissatisfaction is over, but another need arises.

4) By feedback the behaviour can be changed to meet the achievement.

NEEDS

Clarifying the relation between the needs and goal, Moore says, need is a result of imaginary process which can be derived from reality and subjective facts. Needs are one type of behaviour which can be better understood by comparing of hereditary trend. Such behaviour can be predicted in advance and it can be created by providing suitable atmospheres. The needs are similar to goals. There is very slight difference. According to Moore,
the needs are consisted of two major parts:

1. Qualitative aspects
   It reflects the objectives and direction of the goal.

2. Quantitative aspects
   It determines the degree of achievement for the completion of the goal.

The needs are of two types.

1. Genetic and physical needs -
   Such as to take food, to go to sleep, etc.

2. Other needs -
   Such as self respect, ability, social acceptance, etc.

Since the genetic and physical needs are more or less same in all the persons, it does not play any important role in the development of entrepreneurship. A study to encourage a person to fulfil other needs is very important for the growth of entrepreneurship.

GOALS

The behaviour of an intelligent person is a result of definite goal. One can only predict the goals of an individual, it cannot be visualised. For example, if workers do overtime, the goal of the workers is to earn more - extra money or to get more employment by doing additional work, is difficult to conclude. By
observing their behaviour it can be assumed, but sometimes, it is rather difficult to predict the goals of the person due to following reasons:

1. The behaviour does not always clarify goal. Many times some goals are (in secret forms) not exposed.
2. Sometimes a specific behaviour may represent many goals.
3. Many times to achieve many goals the behaviour remain the same.
4. The behaviour of a person vary due to differences in one's personality and social culture.

3.5 MOTIVATION FOR THE ENTREPRENEURSHIP:

Motivation is a behavioural related general phenomenon, but to motivate entrepreneur there are some social goals which are listed hereunder:

1. Achievement
2. Power
3. Affiliation
4. Independence
5. Extension
6. Personal achievement
7. Social achievement, etc.
From the above listed goals for entrepreneurship development the following three goals are very important:

1. **Need for achievement**

   A strong desire of an individual to achieve the standard of excellence.

2. **Need for power**:

   Some persons are crazy for power. One can motivate them by giving them more and more power or authority. Such persons can be a manager or supervisor.

3. **Need for affiliation**:

   Some persons desire to create, increase and maintain the relations with others. Such persons are generally devotee and always try to avoid the conflicts.

   It is important to note that David McClelland has carried out several studies in India, Malawi and Ecuador in this line. He has come to the conclusion that for the development of the entrepreneurship, achievement motivation is very important factor. The main conclusion of this research was that the behaviour of a matured person can be directed towards the best results by developing his need for achievement of goal.

   Of course, the conclusion of the studies and researchers carried out afterwards have stated that to motivate the
entrepreneurs following bases regarding the behaviour are also very important.

1. Tolerance to ambiguity
2. Problem solving
3. Creativity, etc.

3.6 ACHIEVEMENT MOTIVATION:

The achievement motivation is a strategic factor for the entrepreneurship development. We shall discuss the same in detail as under:

From the preliminary studies made by David McClelland for the entrepreneurship development it is noticed that for the growth of entrepreneurship, achievement motivation is very important factor which can be developed by training and experience. He has also stated that to get achievement some people have strong drive while others have low drive. Those who have strong drive are considered as high achiever. By providing appropriate training and environment to such people, the standard of excellence can be achieved. Those who have low drive are considered as low achiever. The motives of such people can be made alive and their implied abilities can be directed towards goal. David McClelland has made successful studies of under developed countries like India, Mexico, Malawi and made empirical conclusions as stated above. First of all
he has undertaken the studies in Kakinada, Andhra Pradesh. Kakinada is an industrial town in Andhra Pradesh. The experiment started in January 1964. The main objective of the experiment was to break the barrier of limited aspirations by including achievement motivation. A total of fifty two persons were selected from business and industrial community of the town. They were given an orientation programme at Small Industry Extension Training Institute (SIET), Hyderabad.

From his experiment it has made him realise that entrepreneurship is to be developed from a very young age. Accordingly, efforts have been made to develop a school curriculum that would result in a high need for achievement among the students. For this purpose, the success stories drawn from history and legends of the indigenous culture are introduced in the course curriculum to induce in young minds the "need for achievement" and strong desire to do something good/great as they grow up. This is because the younger minds are more susceptible to change.

In the study of achievement motivation, only goal achievement is not important factor but study is also made for how the goals can be achieved, what are the difficulties (hurdles) and how these can be removed.
3.7 DEFINITIONS OF ACHIEVEMENT MOTIVATION

Following are some definitions of achievement motivation:

According to Moore Achievement motivation means desire and efforts to achieve something, to coordinate and control physical resources, men and their thinking. To do these things independently and as soon as possible, to overcome all obstacles and achieve the standards of excellence to use one's talent successfully and increase self regard or self satisfaction.

Udai Parik and Nadkarni state as Achievement motivation is competence motivation which is related through the competitions between others and one's achievement standards. It is an urge to do something unique to make optimum use of the available resources.

David McClelland has introduced short form ‘n-Ach’ that means need for achievement. He has defined ‘n-Ach’ as "behaviour towards completion with a standard of excellence”.

There is a direct relationship between the high need for achievement and the successful administration with high standard of results oriented skill. For successful administration or successful entrepreneurship high need for achievement ‘n-Ach’ is very important factor. This factor (need for achievement) can be measured and developed by suitable training.
The acute importance of Achievement Motivation endorse the situation. A person is searching for the activities of entrepreneurship and complete the same. The acute importance of the achievement motivation are as under:

- The person will select such incidence or situation in which the responsibility to find out the solution of the individual problems.
- For achievement motivation, the goal must be moderated and for its completion the moderate risk is to be taken.
- The work which is carried out is to be evaluated periodically and the detailed information should be provided through feedback.

For the development of the entrepreneurship, achievement motivation is very important because the successful entrepreneurs are generally more influenced by the motivation for goal achievement. Here the achievement of the goal successfully is proved to be the excellence of reward.

3.8 CHARACTERISTICS OF THE PERSON WHO POSSESSES ACHIEVEMENT MOTIVATION

The persons who are highly achievers can be successful entrepreneurs. Their characteristics derived from different studies are as under:
1. High achievers search for areas of greater personal responsibility and they readily accept it.

2. They take calculated risk.

3. They set challenging yet achievable goals.

4. They make detailed and comprehensive planning to achieve the goals and get ready for the future.

5. They are ready to accept measurable feedback.

6. They reach for profitable industrial opportunities.

7. They show an attitude of sticking to the work even in unfavourable conditions.

8. They tend to do something new.

9. They show certain interpersonal competence.

10. High achievers have an attitude of bearing uncertainties.

11. They are ready to migrate and start business at any place.

12. They are adventurous.

High achievers can be developed by providing proper atmosphere. They are generally attracted by the following proposals.

1. When personal responsibility be assigned for goal achievement.

2. Total freedom be given to them to set their goals.

3. For the results of the efforts, proper and without any prejudice, information feedback be provided to them.

4. Work should be assigned to do in a moderate risk conditions.
5. Proper recognition and appropriate returns be given according to the work done successfully.

3.9 SUGGESTIONS FOR INCREASING AND DEVELOPING ACHIEVEMENT MOTIVATION

For successful entrepreneurs a high achievement motivation is necessary. Following few steps may develop the achievement motivation:

1. Achievement motivation can be aroused if goals of responsibility centres are clarified. Achievement motivation is related with achieving standards of excellence. Standards of excellence are internal and external e.g. personal standard and standard of the company. A person should try to co-ordinate these two factors.

2. If an activity includes moderate risk, achievement motivation can be aroused. Moderate risk means the possibility of success and failure is 50-50%. In such circumstances a person is motivated towards the goals. But if the goals are speculative e.g. possibility of a success and failure is 10-90%, then a person is not inspired by it.

3. Achievement motivation is aroused if the management control system is such that (i.e. changing environment of need arises), a person should be allowed to make a change in his goal.
4. If the evaluation of managers is done according to their goal achievement motivation aroused. Goals set by the managers of different levels reflect their attitude towards achievement.

5. Providing proper feedback of the activities arouses achievement motivators. Persons get opportunities to evaluate their success by comparing their standards with the actual. By doing so, a person is inspired to set more real goals in the future.

6. If delegation of authority and responsibility clearly states the personnel responsibility, achievement motivation is aroused when personal responsibilities of failure are blamed on others and high achievers are dissatisfied.

7. Motivation control system with proper rewards for success and appropriate punishment for failure should be established then achievement motivation is aroused. There should be a proper standard of reward and punishment.

8. Achievement motivation is aroused in the atmosphere of cooperation. Many persons work together in business unit is considered as an business activity. So there should be a proper co-ordination among them. There should not be a clash between personal goals and the business goals.
3.10 ACHIEVEMENT MOTIVATION AND ENTREPRENEURSHIP MOTIVATION:

The conclusion of the research carried out by David McClelland states that for the development of entrepreneurship an achievement motivation is very important. But the researches carried out at the later stage show that only achievement motivation is not the sole factor for the development of the entrepreneurship. For the development of entrepreneurship achievement motivation is necessary but not as a sole factor. In the early stage of the business, achievement motivation is necessary to take risk and start the enterprise but once an enterprise is set up, the importance of achievement motivation is decreased and entrepreneurship motivation becomes important. The achievement motivation and entrepreneurship motivation, both are different things. For the development of entrepreneurship both are necessary. Entrepreneurship motivation is something special than achievement motivation. Therefore, in the present training methods of entrepreneurship development the different games of Entrepreneurship Motivation Training (EMT) are developed.

Some observations regarding the relationship between achievement motivation and entrepreneurship motivation are given hereunder :-

1. Entrepreneur is facing the multitude of goals which are not wards off to each other but they are supplementary to each other.
2. David McClelland in his later studies given the importance to authority motivation in place of achievement motivation. Endorsing his statement he further makes it clear that for organisational control higher authority achievement with personal authority is essential.

3. Udai Parikh states that for “social reforms” achievement motivation and expansion achievement are to be developed (increased) and dependence achievement should be reduced (decreased).

4. Rao and Mehta state that in developing countries for social reforms and economic growth, instead of the entrepreneurs having very narrow concepts regarding the economic growth, the entrepreneurs having the social consciousness are needed.

5. According to S. N. Chattopadhyay following characteristics are included in the list of motivation to an entrepreneur - high achievement, high expansion, medium authority, low attachment and low dependence.

3.11 ENTREPRENEURSHIP DEVELOPMENT GAMES:

Achievement motivation and entrepreneurship motivation both are basic conditions for the entrepreneurship development. This type of motivation in the person's psychological trend can be developed through some games. This type of training is known as Entrepreneurship Motivation Training (EMT). For such
training National Institute for entrepreneurship and Small Business Development (NIESBUD), New Delhi has published one booklet entitled "Trainees Manual on developing entrepreneurial development". In this booklet the detailed discussions have been made on such training games. It is to work to note here that for developing entrepreneurship different training institutes provide the achievement motivation and entrepreneurship motivation in the primary stage of the business so that the latent ability can be awaken. Achievement motivation and entrepreneurship motivation are invisible power which lead the person to work, through which the success can easily be achieved. Following games are comprehensively used by training institutes to develop achievement motivation and entrepreneurship.

1. Picture story - Thematic Appreciation Test (TAT)
2. Who am I?
3. Ring toss
4. Boat making
5. Tower building
6. Convince and crown
7. Johari window