



ENTREPRENEURIAL PERFORMANCE AND IT'S LINKAGE WITH ITS ANTECEDENTS IN ERODE DISTRICT, TAMILNADU

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Section A: Introduction and Design of the Study

The Indian economy has been witnessing a drastic change since mid-1991 with new policies of economic liberalization, globalization and privatization started by the Government of India. Although rural entrepreneurship is flourishing in the areas of agro-business and small businesses, participation by rural women is very low when compared to their urban counterpart. At present both Central and State governments are giving incentives, concessions and subsidies to entrepreneurs to start their own enterprise, particularly in industrially-backward areas. These incentives and subsidies have positively attracted the entrepreneurs to start their units in rural areas. It also includes assistance of varied nature and also financial, organizational and managerial supports. There is an increase in the number of self-employed women in the developed countries after Second World War. The emergence of entrepreneurs in a society depends to a great extent on economic, social, cultural and psychological factors prevailing in the society. "A fairly large number has 'graduated' out of the initial phase of going out of home to work for somebody. In the USA, women own 25 per cent of all businesses. In Canada, one-third of small businesses are owned by women and in France one-fifth of it. Women entrepreneurs have been making a significant impact in all segments of economy in Canada, UK, Germany and America. They want new challenges and opportunities for self-fulfillment. Women get independent jobs more easily in these countries. All people working independently are termed as entrepreneurs". India needs entrepreneurs for two reasons: (1) To capitalize on new opportunities, and (2) to create wealth and new jobs. A recent McKinsey & Company - NASSCOM report estimates that India needs at least 8,000 new businesses to achieve its target of building an \$87 bn IT sector by 2008. Similarly, in the next 10 years, 110-130 million Indian citizens, will be searching for jobs, including 80-100 million looking for their first jobs; which is seven times Australia's population. This does not include disguised unemployment of over 50% among the 230 million employed in rural India. Since traditional large employers including the government and the old economy players-may find it difficult to sustain this level of employment in the future, it is entrepreneurs who will create these new jobs and opportunities. In this puncture, it is imperative to study the entrepreneurial performance and its determinants for some policy implications.

Need and Importance of the Study

Understanding the factors that contribute the entrepreneurial performance and the rate of success of their business is the foundation for developing potential entrepreneurs. Based on the results of the present study, the entrepreneurial training programmes developed by the training institutions can be designed in a way that equips the entrepreneurs with necessary skills to avoid the causes for business failure and capitalize on the causes for success. India is a vast country with varying cultural, social and economic conditions. Their effect in promoting entrepreneurship is quite significant. The problems of entrepreneurship development vary from region to region due to variations in the availability of natural resources and infrastructural facilities. The reasons for mental block of the entrepreneurs may also vary from person to person since it is purely psychology oriented. If the blocks are minimized, the rate of success among the entrepreneurs can be enriched. The relative importance of various antecedents of entrepreneurial performance on the level of entrepreneurial performance also vary from industry to industry. The age of the entrepreneurs play an important role in their performance also. Hence, a broader generalization can be attempted on the basis of generalizations made on studies at micro level.

Statement of the Problem

In a developing country like India, a favourable socio-economic environment could help in exploiting the latent entrepreneurial talents among the entrepreneurs. The quality of the entrepreneurs depends on the degree of their entrepreneurial orientation, involvement and interest in their business. In India, these are comparatively lesser because of the poor profile and poor knowledge on entrepreneurship. Their level of enterprise involvement is also lesser due to their poor entrepreneurial orientation, motivation and skills. All these causes are affecting their performance and create some non-interest in their entrepreneurial activities. The rate of success of the businesses depends upon how the entrepreneurs handle and manage their business problems in an effective manner. Hence, they are in need of adequate and appropriate entrepreneurship training programmes at the local level. Since, the needed aspects of the entrepreneurs are also not properly fulfilled by our entrepreneurship development programmes. The rate of success of small businesses and the creation of small



scale entrepreneurs is also highly questionable. Hence the causes for the failure of business and disinterest among the entrepreneurs have to be properly examined to remove the obstacles in order to enrich their performance.

Review of Previous Studies

Jack and Anderson (2002) mentioned the need for embeddedness on the entrepreneurial process to enrich the entrepreneurial skills of the students. It includes the development of personal skills namely innovation, initiative, risk taking, accepting challenges, taking responsibility and seeking opportunities in chance whereas the interpersonal skills consists of interacting with others, negotiating, influencing and demonstrating leadership.

Chandawarkar, M.R. and Kulkarni, P.K.(2006) pointed out that small scale industries play an important role in the industrialisation of our country, because they provide immediate large scale employment, need shorter gestation period, need lower investments and facilitate an effective mobilisation of resources of capital and skill which may be otherwise unutilized.

Prakash H. and Devaraj, B.H. (2006) stated that entrepreneurs and entrepreneurship are the real agents of any economy of the country right from the inception of production through industries. Entrepreneurs do play a predominant role all the time 'to sustain, sustain and to flourish through economic growth.

Vasant Desai (2003) pointed out that the entrepreneurial development of management has come to be recognized globally as the key to rapid and sustainable development as well as welfare and progress of mankind. More so it is the entrepreneurs who have been largely instrumental in forming a strong link between agriculture and industry. Successful new business ventures and economic development do not just happen. They are the result of the combination of right environment, planning, effort, and innovation. And this right mix can only be achieved by the entrepreneurs.

Jayshree Suresh (2002) highlighted the need *of the hour* in *our* country is to develop entrepreneurs. The emergence and development *of* entrepreneurship are not spontaneous, but be dependent on several factors. The factor influencing the emergence of entrepreneurship is internal, external, economic and non-economic. All these factors need to be developed in India by Government and non-Government organizations.

Vasant Desai (2002) indicates that Cottage and Small scale industries have a significant role to play. With increasing pace of industrialisation and sophistication of the large scale industries, a new orientation is inevitable in the relationship of the small scale industries with the large and medium industries. This relationship calls for integration of the production methods, up gradation of the qualities of production, etc.

Agnete Alsos et al., (2003) identified three types of farm based entrepreneurs, which were labeled as pluricartie, resource based and portfolio entrepreneurs. These differed on several features relevant to three theoretical perspectives employed, including connection to the farm, business goals, source of business ideas, resource base and source of competitive position. They also differed in business characteristics such as size, capital requirements, ownership and employment.

Ambigadevi (2003) found that due to the increased income of women their contribution to their families is increased. Women who do household work, for which they are not being paid, also work outside for money to supplement their family income.

Research Gap

Even though, there are so many studies related to entrepreneurship, entrepreneurs and women entrepreneurs in India, there is no exclusive study on the antecedents of entrepreneurial performance especially in Erode district. The present study has made an attempt to fill up the research gap with the help of the proposed research model.

Objectives of the Study

Based on the proposed research model, the objectives of the present study is confined to

1. To identify the discriminant antecedents of entrepreneurial performance among the young and elder respondents;
2. To means the level of entrepreneurial performance among the respondents;
3. To evaluate the linkage between the various antecedents of entrepreneurial performance and the level of entrepreneurial performance among the respondents.



Research Design

The research design is the overall plan of the research work. It is a blue print of the activities to be taken in the research work. It includes the way in which the collection, measurement and analysis of the data in the present research. The applied research design of the present study is purely descriptive in nature because of the following reasons namely it has its own confined objectives and also predetermined methodology; it is portraying the characteristics of the respondents their entrepreneurial skills, various factors leading to entrepreneurial performance and the level of entrepreneurial performance among them.

Population of the Study

The population of the study is the owners of the units (MSME) registered at the District Industrial Centre, Erode. The types of business among the units are classified into textile, bleaching, readymade garments, handlooms and other trading units. Out of the total units (14899) in Erode district, the following categories are textile belongs 2083 units, bleaching 2694 units, readymade garments 3147 units, handlooms 2026 units and other trading units are 4949. As a maximum of 33.22 per cent of the total units are during the other trading. It is followed by the units which are doing readymade garments and bleaching which constitute 21.12 and 18.08 per cent to the total units.

Sampling Framework of the Study

The sampled 390 units are distributed among the population on the basis of stratified proportionate basis. The sampled units in each strata are selected on the basis of random. Hence the applied sampling procedure of the study is stratified proportionate random sampling. The distributions of sampled units (owners/managers of the units) are presented in Table.1.

Table.1 Distribution of Samples

Sl. No.	Nature of Industries	Number of Samples	Percent to the total
1.	Textile	55	14.10
2.	Bleaching	70	17.94
3.	Readymade Garments	82	21.05
4.	Handlooms	53	13.58
5.	Other Trading Units	130	33.33
	Total	390	100.00

The above table reveals that the included stratum for the study is nature of industries. The 390 sampled units are distributed among the 5 different types of industries on the basis of total to each industry to the total industries. The allotted units in each type of industry are selected at a random basis. Since the owners/ managers of the units are interviewed to fulfill the objectives of the study, these 390 units are treated as 390 respondents.

Collection of Data

Since the present study is completely based on the primary data, a special care was taken to prepare the interview schedule. The schedule was divided into three important parts. The first part of schedule focuses on the profile of respondents, their units and their personality traits. The second part of the schedule covers the various antecedents of entrepreneurial performance. The third part of the schedule includes the various components of entrepreneurial performance.

Frame Work of Analysis

For analyzing the data collected during the investigation, the following statistical tools were used. It is highly based on the nature of data and the relevance of information required. The applied statistical tools and its relevance of application is given below. The factor analysis is used for data reduction, structure identification, and scaling and data transformation. In the present study, the factor analyses have been used to identify the important factors in various antecedents of entrepreneurial performance.

Section B; Analysis of Entrepreneurial Performance and its Linkage with its Antecedents

The entrepreneurial performance represents the performance of the enterprises run by the respondents because of their way of efficient management. The entrepreneurial performance is the final outcome which is expected by various entrepreneurship programmers, orientation, seminars and others. It may be in both financial and non-financial performance. The non-financial performance indicates the internal management, quality enhancement innovation in products and services, and effective utilization of human resources of an enterprise. In the present study, the entrepreneurial performance among the respondents is measured with the help of seven factors. The present chapter discuss about the level of entrepreneurial performance



achieve by the young and elder respondents. The variables related to the above said seven components of performance are drawn from the review of previous studies.

Financial Perspective on Entrepreneurial Performance

One of the aspects included to measure the entrepreneurial performance in the present study is financial perspective. It shows the financial gain, strength and performance of the organization. It is measured with the help of five variables. The respondents are asked to rate these 5 variables at five point scale according to the order of performance. The mean score of each variable among the respondents in HP and PP have been computed separately along with its 't' statistics. The results are shown in Table 2.

Table 2, Respondents view on variables in Financial Perspective (FI)

Sl. No.	Variables in FI	Mean score among		't' statistics
		Youngsters	Elders	
1.	Financial efficiency	3.6997	2.5141	3.3886*
2.	Labour and assets	3.4179	2.4088	3.2996*
3.	Production of costs	3.3088	2.3886	3.4109*
4.	Return on investment	3.4224	2.6344	3.2117*
5.	Free flow of cash	3.2099	2.4541	3.1182*

* Significant at five per cent level.

The highly preferred variable in FI among the young respondents are financial efficiency and return on investment since its mean scores are 3.6997 and 3.4224 respectively. Among the elder respondents, these two are also the same but with the mean score of 2.5141 and 2.6344 respectively. Regarding the view on variables in financial perspective, the significant difference among the young and elder respondents have been noticed in the case of all five variables in FI since their respective 't' statistics are significant at five per cent level.

Customers Perspective (CV) on Entrepreneurial Performance

The level of entrepreneurial performance is measured at the point of view of the customers of the units. It is measured with the help of five variables. The respondents are asked to rate these five variables at five point scale. The mean score of each variable in CV among the young and elder respondents have been computed separately. The 't' test has been administered to find out the significant difference among the young and elder respondents have been analysed regarding their view on variables in CV. The results are shown in Table 3.

Table 3- Respondents view on variables in Customers Perspective (CV)

Sl. No.	Variables in CV	Mean score among		't' statistics
		Youngsters	Elders	
1.	Customers retention	3.2942	2.5171	2.8969*
2.	Absorbing new customers	3.1779	2.4086	2.5011*
3.	Value added services to customers	3.3089	2.7081	2.4183*
4.	Customer loyalty	3.0445	2.2331	2.7391*
5.	Response on customers complaints	3.4138	2.5669	3.4108*

* Significant at five per cent level.

The highly viewed variables in CV by the young respondents are 'response on customers' complaints and 'value added services to customers' since its mean scores are 3.4138 and 3.3089 respectively. Among the elder respondents these two are 'response on customers' complaints and value added services to customers since its mean scores are 2.5669 and 2.7081 respectively. The significant difference among the two groups of entrepreneurs have been noticed in the case of view on all five variables in CV since their respective 't' statistics are significant at five per cent level.

Level of Internal Process (INT) in Units

The level of internal process (INT) is included as one of the aspects to measure the entrepreneurial performance. The improvement in the internal process at the organization reveals the better performance in the organization. It is measured with the help of five variables. The respondents are asked to rate these five variables at five point scale. The mean score of the variables in INT among the young and elder respondents have been computed separately along with its 't' statistics. The results are shown in Table 4.



Table 4, Respondent's view on Internal Process (INT)

Sl.No.	Variables in INT	Mean score among		't' statistics
		Youngsters	Elders	
1.	Perfection in procedures	3.5143	2.5089	3.2667*
2.	Facilities improvement	3.6033	2.4117	3.5142*
3.	Establishment of system	3.6172	2.5884	3.4919*
4.	Quality checks	3.5899	2.8676	2.9676*
5.	Response on customer's call	3.5422	2.7341	2.8911*

* Significant at five per cent level.

The highly viewed variables in INT by young respondents are 'establishment of system' and 'facilities improvement' since its mean scores are 3.6172 and 3.6033 respectively. Among the elder respondents these two variables are 'quality checks' and 'response on customers' call since its mean scores are 2.8676 and 2.7341 respectively. Regarding the view on variables in INT, the significant difference among the young and elder respondents have been noticed in the case of all five variables in it since their respective 't' statistics are significant at five per cent level.

Level of Learning and Growth (LEG) in the Units

The level of learning and growth in the units is included as one of the components of entrepreneurial performance. It is measured with the help of four variables. The respondents are asked to rate these four variables at five point scale according to the order of existence at their units. The mean score of each variables in LEG among the young and elder respondents have been computed separately along with its 't' statistics. The results are shown in Table 5.

Table- 5, Respondent's view on Variables in Learning and Growth (LEG)

Sl.No.	Variables in LEG	Mean score among		't' statistics
		Youngsters	Elders	
1.	Job satisfaction	3.1779	2.7341	1.2491*
2.	Staffs efficiency	3.2084	2.6671	2.4081*
3.	Level of organizational learning	3.1886	2.4672	2.5396*
4.	Enhancement of organizational culture	3.2177	2.5441	2.6971*

* Significant at five per cent level.

The highly viewed variables in LEG by the young respondents, are 'enhancement of organizational culture' and 'staffs efficiency' since its mean scores are 3.2177 and 3.2084 respectively. Among the elder respondents, these two are 'job satisfaction' and 'staffs efficiency' since its mean scores are 2.7341 and 2.6671 respectively. Regarding the view on variables in LEG, the significant difference among the young and elder respondents have been noticed in the case of all four variables in it since their respective 't' statistics are significant at five per cent level.

Level of Implementation Cost Reduction Strategy (CRS)

The level of implementation of cost reductions strategy in the one of the entrepreneurial performance variables included in the present study. It is measured by the mean score of all five variables in CRS. It is computed among the young and elder respondents separately. The 't' test has been administrated to find out the significant difference among the two group of respondents regarding their view on implementation of CRS. The results are given in Table 6.

Table -6, Respondents view on variables in Cost Reduction Strategy (CRS)

Sl.No.	Variables in CRS	Mean score among		't' statistics
		Youngsters	Elders	
1.	Lowering cost of operation	2.9697	2.4962	2.1102*
2.	Implementation of cost control	2.8546	2.5117	1.3968*
3.	Emphasis on way of operation	3.1172	2.5503	2.2041*
4.	Standardised operating process	3.0973	2.6672	2.0891*
5.	Establishment of cost centers	2.8056	2.5141	1.2081*

* Significant at five per cent level.

The highly viewed variables in CRS by the young respondents are 'emphasis on way of operation' and 'standardised operating process' since its mean scores are 3.1172 and 3.0973 respectively. Among the elder respondents these two are also the same but with the mean of 2.5503 and 2.6672 respectively. Regarding the view on variables in CRS, the significant



difference among the two group of respondents have been noticed in the case of three out of five variables in it since their respective 't' statistics are significant at five per cent level.

Level of Innovation at the Units

The level of existence of innovation in the units is included as one of the important components of its entrepreneurial performance. It is measured with the help of four variables. The respondents are asked to rate these variables at five point scale according to the order of existence. The mean score of each variable in 'innovation' among the young and elder respondents have been computed separately along with it is 't' statistics. The results are given in Table 7.

Table -7,Respondent's view on variables in Innovation (INN)

Sl.No.	Variables in INN	Mean score among		't' statistics
		Youngsters	Elders	
1.	Aim at innovation	3.4117	2.7042	2.3919*
2.	Aunis at product development and design	3.3908	2.5886	2.6674*
3.	Responsiveness to customer's needs	3.3446	2.6671	2.5192*
4.	Seeking new business opportunities	3.4886	2.8089	2.5811*

* Significant at five per cent level.

The highly viewed variable in innovation by the young respondents are 'seeking new business opportunities' and 'aims at innovation' since it is mean scores are 3.4886 and 3.4117 respectively. Among the elder respondents these two are also the same but with the mean score of 2.8089 and 2.7042 respectively. Regarding the view on the level of existence of variables in innovation, the significant difference among the young and elder respondents have been noticed in the case of all four variables in innovation since their respective 't' statistics are significant at five per cent level.

Level of Quality Enhancement (QE) at the Units

The level of existence of quality enhancement at the units is included as one of the important dimensions in entrepreneurial performance. It is measured with the help of five variables. The respondents are asked to rate these variables at five point scale according to the order of existence. The mean score of each variable in QE among the young and elder respondents have been computed separately, along with 't' statistics. The results are shown in Table 8.

Table 8,Respondent's view on variables in Quality Enhancement (QE)

Sl.No.	Variables in QE	Mean score among		't' statistics
		Youngsters	Elders	
1.	Emphasis on product Quality	3.6884	2.4732	3.4152*
2.	Quality assurance	3.6091	2.5171	3.3089*
3.	Application of total quality management	3.5973	2.4089	3.2676*
4.	Seek on long team competitive edge	3.6774	2.5143	3.1973*
5.	Emphasis on process quality	3.7341	2.6034	3.1044*

* Significant at five per cent level.

The highly viewed variables in QE by the young respondents are 'emphasis on process quality' and 'on product quality' since its mean scores are 3.7341 and 3.6884 respectively. Among the elder respondents, these two variables are 'emphasis on process quality' and 'quality assurance' since its mean scores are 2.6034 and 2.5171 respectively. Regarding the view on variables in QE, the significant difference among the young and elder respondents have been noticed in the case of all five variables in QE since their respective 't' statistics are significant at five per cent level.

Respondent's view on Components of Entrepreneurial Performance

The levels of existence of entrepreneurial performance have been examined by the mean score of the seven components of entrepreneurial performance. It has been computed among the young and elder respondents separately along with its 't' statistics. The results are shown in Table 9.



Table -9, Respondent's view on Components of Entrepreneurial Performance

Sl.No.	Components of Entrepreneurial Performance	Mean score among		't' statistics
		Youngsters	Elders	
1.	Financial perspective	3.4117	2.4800	3.5896*
2.	Customers perspective	3.2479	2.4868	3.2444*
3.	Internal process	3.5734	2.6621	3.4411*
4.	Learning and Growth	3.1982	2.6032	1.8991
5.	Cost reduction strategy	2.9689	2.5479	1.6412
6.	Innovation	3.4089	2.6922	2.9173*
7.	Quality enhancement	3.6613	2.5034	3.8979*

* Significant at five per cent level.

The highly viewed components of entrepreneurial performance by the young respondents are quality assurance and internal process since its mean scores are 3.6613 and 3.5734 respectively. Among the elder respondents these two are innovation and internal process since their mean scores are 2.6922 and 2.6621 respectively. Regarding the view on components of entrepreneurial performance, the significant, difference among the young and elder respondents have been noticed in the case of financial perspective, customers perspective, internal process, innovation and quality enhancement since their respective 't' statistics are significant at five per cent level.

Section- C: Summary of Findings, Policy Implications and Conclusion

The present study is carried out at five different stages. At the first stage, the profile of the entrepreneurs, their units and their personality traits were discussed. At the second stage, the entrepreneur's views on various antecedents of entrepreneurial performance were analysed. At the stage, the entrepreneurial performance was measured. At the final stage, the linkage between the antecedents of entrepreneurial performance and entrepreneurial performance were evaluated.

Summary of Findings

The finding of the present study is summarized below:

Antecedents of Entrepreneurial Performance The highly viewed antecedents of entrepreneurial performance by the young respondents are entrepreneurial behaviour and motivation whereas among the elder respondents, these two are entrepreneurial skills and motivation. Regarding the view on antecedents of entrepreneurial performance, the significant differences among the young and elder respondents have been noticed in the case of all five antecedents. The important discriminant antecedents of entrepreneurial performance among the young and elder respondents are entrepreneurial behaviour and orientation which are higher among the young respondents than that among the elder respondents.

Linkage between Personality Traits and Entrepreneurial Performance

The significantly influencing personality traits on the entrepreneurial performance among the young respondents are their imitativeness, self confidence and risk taking, whereas among the elder respondents, these are imitativeness, self confidence and motivation. The level of impact of personality traits on the entrepreneurial performance among the young respondents is higher than that among the elder respondents. In total, the important personality traits determine the entrepreneurial performances are their level of imitativeness and self confidence.

Impact of Entrepreneurial Intention on Entrepreneurial Performance

Among the young respondents, the levels of entrepreneurial intention have a significant impact on their entrepreneurial performance whereas among the elder respondents, it is not significantly influencing. The rate of impact of entrepreneurial intention in entrepreneurial performance is higher among the young respondents compared to the elder respondents.

Impact of Entrepreneurial Motivation on Entrepreneurial Performance

The significant influencing factors in entrepreneurial motivation on the entrepreneurial performance among the young respondents are independence, intrinsic and income. The rate of impact of factors in entrepreneurial motivation on the entrepreneurial performance among the young respondents is higher than that among the elder respondents. In total, the highly influencing entrepreneurial motivation factors are income and security.



Impact of Enterprise Involvement on Entrepreneurial Performance

Among both young and elder respondents, the enterprise involvement is significantly influencing the entrepreneurial performance. The rate of impact of enterprise involvement on the entrepreneurial performance is higher among the young respondents than that among the elder respondents.

Impact of Entrepreneurial Orientation on the Entrepreneurial Performance

The significantly influencing entrepreneurial orientations on the entrepreneurial performance among the young respondents are their achievement, competitive, innovative, and risk orientation whereas among the elder respondents, these are autonomy and risk orientation. The rate of impact of entrepreneurial orientation in the entrepreneurial performance is higher among the young respondents than that among the elder respondents. In total, the highly influencing entrepreneurial orientations on the entrepreneurial performance are innovative and risk orientation among the respondents.

Impact of Entrepreneurial Skills on the Entrepreneurial Performance

The significantly influencing entrepreneurial skills on the entrepreneurial performance among the young respondents are their management, opportunity and networking skills whereas among the elder respondents, these are professional and opportunity skills. The rate of impact of entrepreneurial skills on the entrepreneurial performance among the young respondents is higher than that among the elder respondents. In total, the important entrepreneurial skills influences the entrepreneurial performance among the respondents are opportunity and professional skills.

Impact of Entrepreneurial Behaviour on Entrepreneurial Performance

The significantly influencing entrepreneurial behaviour on the entrepreneurial performance among the young respondents are decision making, scientific management, leadership activities and networks whereas among the elder respondents, these are scientific management, networks and access to credit facilities. The rate of impact of entrepreneurial behaviour on the entrepreneurial performance among the young respondents is higher than that among the elder respondents. In total, the important components of entrepreneurial behaviour on the entrepreneurial performance among the respondents are their networks and scientific management.

Research Implications

The finding of present study reveals the linkage between the personality traits of entrepreneurs and their performance which replicates the findings of Shefly (2002) and Robinson et al., (2007). The disparity between the young and elder respondents regarding their view on various aspects related to the antecedents and consequents of the units recall the findings of Surapa Raju (2000) and Ghosh (2002). Based on the findings of the study, the following suggestions are made:

- (1) **Behavioural Competencies:** The small entrepreneurs came to the existing business not only because of economic and financial compulsion but also due to family compulsion. They also require intro-punitive, initiative and risk taking competencies to become successful entrepreneurs. The present study suggests that the entrepreneurship training should focus on developing the three behavioural competencies along with other business related inputs which result in the enrichment of entrepreneurial behaviour and skills.
- (2) **Entrepreneurship Development Programme (EDP):** The EDP with young entrepreneurs, particularly new generation, should take cognizance of the entrepreneurial environment with a practical and theoretical understanding of entrepreneurship. Skill upgradation on the aspects like finance, marketing, Human Resource Management and Business Environment should be constantly updated through proper networking facilities. The training on the usage of information technologies would play an important role in the success of the units.
- (3) **Development of Social Networks:** The development of social net-works is one of the important strategies to promote the entrepreneurship. The colane of sharing and exchanging views, and innovative ideas will go into preparing the owners to face the challenges of higher players. Reorienting policies to focus on developing existing entrepreneurs would be of vital necessity. This shall help to achieve a rapid, all rounds and socially balanced economic growth and development.
- (4) **Infant Programmes:** In order to promote the entrepreneurship among the respondents, it may be started at the stage of education among the young people. It should consist of the approaches. The first approach is academic; It is based upon the notion that entrepreneurship is first and foremost a subject which may be taught. The second approach is economics. It is based upon the premise that comes in entrepreneurship should primarily enable students to start businesses as quickly as possible. To a certain extent, this second approach, ray poorly presented in our Nation. Hence, the government should concentrate this aspect – in order to promote entrepreneurship even at the student's stage.



- (5) **Knowledge Management:** It is the achievement of the unit's goals by making the factor knowledge productive. This is done primarily by facilitating and motivating people to tap into and develop their capacities. The knowledge management programmes related to strategy, structure, culture and systems in the units may thing a better result among the units. It can be developed by identification of knowledge rap, knowledge acquisition, knowledge utilization, knowledge sharing and evaluation of knowledge.
- (6) **Entrepreneurial Orientation:** Our findings indicate that entrepreneurial orientation and its components are valuating productions for business performance. The components of entrepreneurial orientation especially achievement orientation, personal initiative, orientation and innovative orientation may open up new perspectives on training for micro and small business owners.
- (7) **Special Training to Elders:** The elders are highly experienced in their business but they are weak in their performance and also the level of various antecedents of performance. It shows that they are updating and change their method of business as per the need of the present era. Hence, the elder entrepreneurs should be poorly trained to cope up with the present business scenario. For that the association and chamber of commerce may provide an essential counseling and training programs to the elderly entrepreneurs. It should be a link between young and elder entrepreneurs.

Conclusion

The present study concludes that the level of entrepreneurial performance of the young respondents is higher than that among the elder respondents. The important discriminant components of the entrepreneurial performance among the young and elder respondents are quality enhancement and financial respectively. The personality traits namely imitativeness, self confidence and risk taking enrich the performance of entrepreneurs. The entrepreneurial intention and enterprise involvement among the respondents significantly increase the level of performance among entrepreneurs. The highly motivating factors to enrich the performance among them are income and security whereas the entrepreneurial orientations are innovation and risk orientation. The entrepreneurial skills especially professional and opportunity skills among the entrepreneurs enrich their performance whereas the entrepreneurial behaviours especially scientific management and networks influence more on the entrepreneurial performance among the respondents. The antecedents among the young respondents influence more on the level entrepreneurial performance among them compared to elder respondents. This study shows the relative importance of all antecedents of entrepreneurial that performance in the determination of their performance among the entrepreneurs.

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