

Vol 4 Issue 12 Jan 2015

ISSN No : 2230-7850

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International Multidisciplinary  
Research Journal

*Indian Streams  
Research Journal*

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**RNI MAHMUL/2011/38595**

**ISSN No.2230-7850**

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## ENTREPRENEURIAL LEADERSHIP: EMPLOYEE PERCEPTION AND ORGANIZATIONAL PERFORMANCE IN RURAL SMALL SCALE ENGINEERING INDUSTRY

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**Abstract:**-Entrepreneurial Leadership is a relatively new, sometimes controversial, and burgeoning field of management research. Significance of this concept is increasing day by day in entrepreneurship literature. Entrepreneur's different leadership styles effect on performance of the organizations.

Present research investigates the impact of employee perceived Entrepreneurial Leadership style on Organizational Performance. Study is conducted with reference to Rural Small Scale Engineering Industry in Pune District of India.

A ten items scale developed by (Boltan 2012) was used to find employee perceived leadership styles of entrepreneurs. The data were collected from one hundred and forty four (144) entrepreneurs and two hundred eighty eight (288) employees of respective units of 13 tehsils of Rural Small Scale Engineering Industry in Pune District of India. The hypothesis tested using chi square test. Study concludes no significant association between employees perceived Entrepreneurial leadership styles and organizational performance.

**Keywords:** Entrepreneurial leadership style; Employee Perception; Small Scale Engineering Industry; Organizational Performance.

### INTRODUCTION

Leadership has been one of the most widely studied and written about concepts in the behavioural sciences. Leaders stimulate their subordinates to perform effectively, efficiently, fruitfully, and on a timely basis. Good communication, commensurate motivation, and correct direction for the accomplishment of the mission, goals, and objectives by subordinates are some of the most important qualities of leadership (Theodore John 2013). Different leadership styles in organisation may affect organizational effectiveness or performance.

Renko, M. et al (2012) revealed that Entrepreneurial behaviors are increasingly important in a variety of contexts. In organizations, these behaviors foster innovation and adaptation to changing environments. Entrepreneurial leadership is a distinctive style of leadership that can be present in an organization of any size, type or age.

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last many decades. It play crucial role in providing large employment opportunities at lower capital cost. It also helps in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth.

In the past it has witnessed the considerable sickness of small scale units. The share of SSIs exports to total exports have been constantly reduced over the years. Previous researches have studied the reasons of such failures and sickness of Small Scale Enterprises from various perspectives. The small scale units commonly exercise old techniques of production and outdated machinery and equipment. In addition it is observed that the small scale industry especially engineering small scale industry is promoted by technocrats who do not have sound knowledge

of entrepreneurship and management. This study was designed to examine how employee perceived entrepreneurial leadership styles can effect on organizational performance.

#### REVIEW OF LITERATURE:

According to Dotlich and Walker, (2004) leadership has been historically and typically defined and understood in terms of traits, qualities and situation in which the leader exists and behaves.

Recently Yukl (2010) stated regarding definition of leadership as is defined in terms of individual traits, behaviour, influence over other people, interaction patterns, role relationships, occupation of an administrative position, and perception by others regarding legitimacy of influence.

Jogulu and Word (2006) stated that empirical approaches to leadership have been divided into three broad categories viz. the trait approach, the behavioural approach and the contingency approach. Some other approaches enlisted are like transactional and transformational leadership studies. On the same line various researchers have made efforts to explain historical evolution and classification of the different aspects of leadership. Entrepreneurial leadership is one of the most considered aspects of them.

#### ENTREPRENEURIAL LEADERSHIP

Entrepreneurial leadership exists at the intersection of entrepreneurship and leadership. Leadership is the process of influence (Hunt 2004; Yukl 2008) and reflects a more complex phenomenon beyond an individual actor (Cogliser and Brigham 2004). In a similar way, entrepreneurship focuses not only on the entrepreneur, but on the intersection of that person and opportunities (Renko, M. et al 2012). Shane and Venkataraman's (2000) viewed entrepreneurship as the process by which opportunities to create future goods and services are discovered, evaluated, and exploited. Entrepreneurial leadership is one important manifestation of such opportunity-focused behaviors in a multitude of organizational contexts.

By definition, entrepreneurial leadership is the process of creating an entrepreneurial vision and inspiring a team to enact the vision in high velocity and uncertain environments. It has three main components of proactiveness, innovativeness, and risk taking (Chen, 2007; Gupta, MacMillan & Surie, 2004) as follows:

- ❖ Proactiveness: It is being able to anticipate future problems, needs for change, and improvement (Okudan & Rzasa, 2006).
- ❖ Innovativeness: It is the distinctive attribute that differentiates entrepreneurs from those who want just to be self-employed (Okudan & Rzasa, 2006).
- ❖ Risk taking: is the willingness to absorb uncertainty and take the burden of responsibility for the future (Chen, 2007).
- ❖ Importantly, individuals need to develop all these qualities to be able to successfully perform the challenging tasks and roles of an entrepreneurial leader (Okudan & Rzasa, 2006).

#### LEADERSHIP AND ORGANIZATIONAL PERFORMANCE

Organizational performance refers to ability of an enterprise to achieve objectives such as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action (Koontz and O'Donnell, 1993). It is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Understanding the effects of leadership on performance is important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Avolio, 1999; Rowe, 2001)

#### RESEARCH PROBLEM:

Historically, villages in India have been self reliant. Every village used to have its own cottage and small industry which fulfilled the requirement of the villages. Not only these, small scale industries were also exported products all over the world specifically to South Asia, Arab, and Central Asia. Since the time of independence, small scale industries received special privileges in the Indian economic system. Even in these days also Small Scale Industries are the backbone of the Indian Economy. SSI contributes 45 per cent of manufacturing output. It creates nearly 6.5 crore employment. (Sharma, Neha 2012).

The British Council for Excellence in Management and Leadership (CEML) (2002: 3) warns about the lack

of leadership in management and stresses that poor leadership and inadequate management within the company are the prime reasons for the failure of SMMEs within their first three years of operation.

According to final report of 4th All India of Census of MSMEs (2006-07) Maharashtra ranks 4<sup>th</sup> among top 10 States in terms of percentage of sick enterprises in India.

The share SSIs exports to total exports have been constantly reduced over the years (Bharathi V.G. et al, 2011). Khanka (2011) has reported that majority of Small Scale Enterprises were found in default due to internal causes like problems of poor management (22.19%) and poor implementation (21.70%).

Previous researches have studied the reasons of such failures and sickness of Small Scale Enterprises from various perspectives. The small scale units commonly exercise old techniques of production and outdated machinery and equipment. In addition it is observed that the small scale industry especially engineering small scale industry is promoted by technocrats who do not have sound knowledge of entrepreneurship and management.

**METHODOLOGY:**

The study was designed to examine how employee perceived Entrepreneurial leadership style can effect on Organizational Performance with reference to Rural Small Scale Engineering Industry especially with respect to outcomes of different functional area of management. The study is conducted in rural area of Pune District. The small scale engineering units are focused. Study was considering the data of one year only (2012-2013).

The descriptive inferential research design is used for this study. It describes the employee perceived leadership style of entrepreneur of small scale engineering industry. For data collection inferential approach is used. The data required for the study is, number of engineering units in rural area of Pune, perception of employee about their entrepreneurs’ leadership style, data regarding entrepreneurs opinion about organizational performance viz. turnover, profitability, labor turnover, accident percentage, absenteeism rate, productivity and percentage of rejection.

The data regarding number of engineering units in rural area of Pune, conceptual aspects of leadership and leadership style is collected through secondary source like government reports, books, websites etc.

The data regarding perception of employee about their entrepreneurs’ leadership style, data regarding entrepreneurs opinion about organizational performance viz. turnover, profitability, labor turnover, accident percentage, absenteeism rate, productivity, percentage of rejection is collected by using primary source like interviews, discussion etc.

**HYPOTHESIS OF STUDY:**

The hypothesis set to test for this study is:

There is significant relationship between employee perceived entrepreneurial leadership style and organizational performance.

Organizational performance was measured in terms of functional output. . Financial determinant turnover was measured in the range of Rs. 0.50 cr to more than Rs. 1.50 cr while profitability was measured in the range of percentage from 5 percent to more than 20 percent. In case of HR determinant labor turnover ratio was measured in percent labor turn over ranging from 0 percent to more than 40 percent, and accidents and absenteeism rates were measured in numbers ranging from 0 to 10. Production determinant productivity was measured in terms of percent ranging from 50 percent to 100 percent and product rejection was measured in percentage ranging from 4 percent to more than 12 percent.

1	Financial determinants	Turnover
		Profitability percentage
2	HR determinants	labor turnover
		Accident percentage
		Absenteeism rate
3	Production determinants	Productivity
		Percentage of rejection
		Plant run capacity

The hypothesis stated above is purified in the due course of research and restated as below.

H<sub>0</sub>– Employee perceived Entrepreneurial leadership style and organizational performance are independent.

H<sub>1</sub>–Employee perceived Entrepreneurial leadership style and organizational performance are associated. Study has

undertaken with an objectives, to review the employee perceived leadership style of entrepreneurs' of sample unit and to study the relationship between employees' perceived entrepreneurial leadership style and performance of different functional areas of management.

The small scale engineering units are the samples for this research. The sample units are the employees working with promoter/owners of the respective unit.

The numbers of small scale engineering units in rural Pune are 629 spread over 13 tehsils of Pune. The sampling technique is proportionate stratified random sampling, and was determined by applying Slovin's Formula (Sekaran, 2000) for Sampling  $n = \frac{N}{1+N(e)^2}$ .

The calculated sample size came to 94. The samples per tehsils are proportionately calculated and rounded off to next figure. Hence, the final calculated sample size of units comes to 94 but for the reliability researcher has taken 144 samples for the study. To know the employees' perceived entrepreneurial style minimum two employees were taken as sample. Hence, 2 employees per 144 units come to 288. Thus data were collected from one hundred and forty four (144) entrepreneurs and two hundred eighty eight (288) employees of respective units of 13 tehsils of Rural Small Scale Engineering Industry in Pune District of India.

For primary data collection Structured Schedules has used. Two distinct sections in a questionnaire has used for collecting data from employees'. Entire schedules have natured as structured, close ended and codified.

Section A Schedule for employees is about their opinion regarding entrepreneurial leadership style. On the basis of the work of (Bolton 2012) three different styles of the leadership have been mentioned i.e. Risk taking, Innovative and Proactiveness.

Section B Entrepreneurs Opinion Schedule had two structures. First part was related with basic information of organisation and the second was related to information regarding organizational performance in the year 2012-2013.

For validation and classification data has been taken on electronic spreadsheet. The statistical analysis was performed on data using measures of central tendency and measures of dispersion. The hypothesis tested using chi square test.

### Entrepreneurship Leadership Style

The ten statements prescribed by Bolton (2012) were executed on sample employees to evaluate the leadership style of entrepreneurs. The employee's opinions regarding their entrepreneurs' leadership style have been assessed using five point scale and mean and standard deviation per parameter have calculated as below.

**Table 1**  
**Entrepreneurship Leadership Style as perceiver by Employees'**

Sr.	Parameter	Mean	S.D.	Rank
1	Owner likes to take bold action by venturing into the unknown.	4.24	1.01	4
2	He is willing to invest a lot of time and/or money on something that might yield a high return.	4.22	0.84	5
3	He tends to act "boldly" in situations where risk is involved.	3.93	0.98	8
4	He often likes to try new and unusual activities that are not typical but not necessarily risky.	3.86	0.95	9
5	In general, he prefers a strong emphasis in projects on unique, one-of-a kind approaches, rather than revisiting tried and true approaches used before.	3.76	0.98	10
6	He prefers to try my own unique way when learning new things rather than doing it like everyone else does.	4.09	0.78	7
7	He favors experimentation and original approaches to problem solving rather than using methods others generally use for solving their problems.	4.17	0.84	6
8	He usually acts in anticipation of future problems, needs or changes.	4.29	0.80	3
9	He tends to plan ahead on projects.	4.33	0.80	1
10	He prefers to 'step-up' and get things going on projects rather than sits and waits for someone else to do it.	4.33	0.81	2

Source: (Field Data)

Above table shows the mean score and S.D. for the statements which were executed upon employees' to know the entrepreneurship styles of respective organisations. The mean value for all ten parameters shows positive inclination since the mean score ranges from 3.76 to 4.33. The standard deviation is at little higher side and ranges from 0.78 to 1.01 which shows deviation in the opinion. The mean and standard deviation does not make clear regarding any of the entrepreneurship leadership style possess by individual sample hence the distinct methodology is used to devise the exact leadership style of an individual entrepreneur.

Data regarding perception of employees about entrepreneur's leadership style have collected using primary source. Structured Schedules has used to collect this primary data. A separate questionnaires have used for collecting data from employee.

(Bolton 2012) identified the ten different factors regarding leadership style. On the basis of those factor three different styles of the leadership have been mentioned i.e. Risk taking, Innovative and Proactiveness. For this research, researcher has taken this 10 factors as a parameter to identify the leadership style of entrepreneur. The parameters are The Owner of our company likes to take bold action by venturing into the unknown, The Owner of our company is always willing to invest a lot of time and/or money on something that might yield a high return, The Owner of our company tends to act "boldly" in situations where risk is involved, The Owner of our company often like to try new and unusual activities that are not typical but not necessarily risky, In general, the Owner of our company prefers a strong emphasis in projects on unique, one-of-a kind approaches, rather than revisiting tried and true approaches used before, The Owner of our company prefers to try my own unique way when learning new things rather than doing it like everyone else does, The Owner of our company favors experimentation and original approaches to problem solving rather than using methods others generally use for solving their problems, The Owner of our company usually acts in anticipation of future problems, needs or changes, The Owner of our company tends to plan ahead on projects, The Owner of our company prefers to 'step-up' and get things going on projects rather than stand wait for someone else to do it. Researcher has taken opinion on five point likert scale in which 5-Fully Satisfied, 4-Satisfied,3-No comments, 2-not Satisfied, 1-Fully Dissatisfied. Entire schedule have natured as structured, close ended and codified.

**Leadership Style as per Organisation**

Table number 2 narrates individual leadership style possess by samples. The column number 1 denotes the sample number; column number two denotes an organisation of specific destination. Column number 3 to 5 denotes mean of parameters which determines the leadership style i.e. risk taking style, innovative style and proactive style. Column number six talks of code number given to respective leadership style of which one denotes for risk taking style, two denotes for innovative style and three denotes for proactive style. In the last seventh column the qualitative style of respective sample has mentioned.

**Table No.2  
Entrepreneurial Leadership Style as per the Employees' opinion of organization**

Sr.	Tehsils	Total Sample Units	Employee Perceived Entrepreneurial Leadership Style					
			Risk Taking Style	Proactive Style	Innovative Style	Risk Taking / Proactive Style	Risk Taking/ Innovative Style	Innovative / Proactive Style
	1	2	3	4	5	6	7	8
1.	Ambegaon	2	1	1	0	0	0	0
2.	Baramati	3	3	0	0	0	0	0
3.	Bhor	7	4	1	1	1	0	0
4.	Daund	5	1	4	0	0	0	0
5.	Havelil	33	17	11	1	3	1	0
6.	Indapur	7	1	3	3	0	0	0
7.	Junnar1	5	2	2	1	0	0	0
8.	Khed	38	6	23	6	3	0	0
9.	Maval	5	0	2	1	2	0	0
10.	Mulashi	15	8	3	1	0	2	1
11.	Pune	2	0	0	1	1	0	0
12.	Purandar	5	2	2	0	1	0	0
13.	Shirur	17	0	16	0	1	0	0
	Total	144	45	68	15	12	3	1

Source: (Field Data)

Table 2 narrates detail description of employee perceived entrepreneurial leadership styles of entrepreneurs of all 144 sample SSI units.

In nutshell, following frequency table shows the leadership styles possessed by sample entrepreneurs.

**Table No.3**  
**Entrepreneurial Leadership Style as per the Employees' opinions**

Sr.	Leadership Style	Frequency	Percentage
1	Risk Taking Style	45	31.25
2	Innovative Style	15	10.42
3	Proactive Style	68	47.22
4	Risk Taking / Proactive Style	12	8.33
5	Risk Taking and Innovative Style	3	2.08
6	Innovative and Proactive Style	1	0.69
	<b>Total</b>	144	100

Source: (Field Data)

Above table reveals that as per the employee's opinion, out of 144 samples 68 entrepreneurs have proactive leadership style, 45 possess risk taking style and 15 have innovative leadership style. Remaining 16 are the combination of leadership style.

#### FINDINGS AND CONCLUSIONS:

##### Findings on Employee perceived Entrepreneurial Leadership

From the opinion of sample employees towards their entrepreneurs leadership style it has concluded that sample entrepreneurs spread over all the three leadership styles i.e. risk taking style, innovative style and proactive style. Majority sample i.e. 68 inclined to proactive leadership style followed by 45 are risk taking and rest 15 are of innovative style.

##### Findings on Hypothesis Testing

Researcher tested the hypothesis using chi square test. Total 10 chi square tests have been worked out for hypothesis testing. After the test researcher found that, in all 10 tests the null hypothesis is accepted. The overall analysis of hypothesis is given in following table.

**Table No.4**  
**Hypothesis Testing**

Sr.	Parameters	Value of Chi-Square	'p' value	Decision regarding Null Hypothesis
				Employees Perception regarding Entrepreneurs' Leadership style
01	Turnover	12.954	.165	Accepted
02	Profit	14.049	.121	Accepted
	<u>Labor Turnover :</u>			
03	White Collar	15.692	.074	Accepted
04	Blue Collar	12.748	.174	Accepted
05	Accident	15.249	.053	Accepted
06	Absenteeism	5.440	.794	Accepted
07	Productivity	11.772	.226	Accepted
08	Rejection	10.910	.282	Accepted
09	Plant Run Capacity/Efficiency	9.922	.357	Accepted
10	Management Reforms	2.751	.432	Accepted

Source: (Field Data)

## CONCLUSION:

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last many decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth.

Majority of the small scale units use old techniques of production and outdated machinery and equipment. Up gradation of the technology and achieving economies of scale is one of the major problems facing the sector. These days Small Scale Enterprises are also facing different problems in marketing, finance, operations area. Number of sick industries is going on increasing. One of the reasons behind this is leadership style of an entrepreneur running it. To analyze above stated problem study of the employee perceived entrepreneurial leadership style and its impact on organisational performance was conducted.

For this study hypothesis constructed was, there is significant relationship between employee perceived entrepreneurial leadership style and organizational performance. On the basis of hypothesis objectives decided for this study were, to review the employee perceived leadership style of entrepreneurs of sample unit and to study the relationship between employee perceived entrepreneurial leadership style and outcomes of different functional areas of management. Small Scale Engineering units from rural area of thirteen tehsils of Pune districts were selected as a sample. The study was intended to test the association between employee perceived entrepreneurial leadership style and organizational performance especially with respect to outcomes of different functional area of management. The data collected was taken on electronic spread sheet for validity, reliability and classification. The statistical analysis was performed on data using measures of central tendency and measures of dispersion. Chi-square test was used to find association of employee perceived leadership styles with organisational performance. After the test researcher found that, in all 10 tests the null hypothesis is. It shows that there is no strong association between employee perceived entrepreneurial leadership style and organisational performance.

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