

Entrepreneurial Attributes of Members of Self-Help Groups

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ABSTRACT

The study was conducted on the self-help group dynamics of rural in Haryana State. Better group dynamics of SHGs also results in creating entrepreneurial attributes among group members. Entrepreneurial attributes are the qualitative improvements in the members of SHGs after adopting income generating activities .which are highly desirable in the members for becoming successful entrepreneurs .Entrepreneurial attributes as affected by group dynamics has been studied and presented. District Gurgaon in Haryana State was selected as the locale for conducting the study. A total of 3 blocks, 18 villages, 18 SHGs and 190 SHG members and 3 Gram Sevikas comprised the sample of the study. The study revealed that majority of the members had high level of self-confidence, knowledgeability and achievement motivation. Whereas, members expressed moderate level of initiativeness, drive and energy, innovativeness, manageability, persistence and resourcefulness. On the other hand, the members were poor in persuasiveness and had poor risk taking capacity. While, members had very high level of credit orientation and economic motivation in both the regions. Further, task-functions, maintenance functions, membership, norms, empathy, interpersonal trust and performance of member alone made significant contribution in developing the entrepreneurial attributes among group members under SGSY.

Key words: *Entrepreneurial attributes; Self-help groups; Group dynamics*

India being a democratic country with welfare orientation has recognized that the best way to tackle poverty and to enable the community to improve its quality of life is through social mobilization of poor especially the women into self-help groups (SHGs). SHGs are the informal groups where members come together toward collective action for a common cause Women in informal groups possessed certain qualities such as fellow-feeling, co-operation, cordiality, sympathy, understanding, leadership etc. among themselves. Attempts have been made to utilise all these potential qualities of the women for promoting their overall status through organising them into groups. .SHGs provides them space so that each of its members can identify and use opportunities for his/her empowerment and capacity of the SHGs to relate effectively with other institutions. It is therefore imperative that SHGs are promoted in the way that facilitates the development of a participatory and empowering culture.

Entrepreneurial attributes are the qualitative improvements in the members of SHGs after adopting income generating activities .The efficacy of the SHGs was studied in terms of enterprising functions viz; economic returns under SGSY and entrepreneurial attributes of group members. Effective group dynamics of SHGs might have resulted in better economic returns

from micro-enterprises for livelihood security and developed qualitative improvements in the members of SHGs in the form of entrepreneurial attributes which are highly desirable in the members for becoming successful entrepreneurs. Entrepreneurial attributes as affected by group dynamics was studied and presented.

METHODOLOGY

District Gurgaon in Haryana was selected as locale for conducting the study. It comprised of two regions viz; Mewat and Non-Mewat .The three blocks one in Mewat(Taoru) and two in Non-Mewat (Pataudi and Gurgaon) were selected for present investigation. The villages of three blocks where the 18 SHGs were physically located were the sampled villages and all the members of these SHGs were the sampled respondents .Therefore, a total of 3 blocks, 18 villages, 18 SHGs and 190 SHG members comprised the sample of the study. These SHGs had obtained finance from Govt .for starting entrepreneurial activities. Duly pre-tested semi-structured interview schedules were used to collect information. The data was coded, tabulated separately for Mewat and Non-Mewat regions and was analysed region-wise as well as for the total sample. The data was analysed by using

the Statistical Package for Social Sciences (SPSS, Version 11). Multiple linear regression analysis was done to determine the extent of contributions of selected variables over group dynamics effectiveness and entrepreneurial attributes of group members. The level of significance was 5% or $p < 0.05$.

RESULTS AND DISCUSSIONS

Entrepreneurial attributes of group members: Entrepreneurial attributes are the qualitative improvements in the members of SHGs after adopting income-generating activities. The attributes of group members which are highly desirable in entrepreneurs were studied (Table 1).

Initiativeness is the characteristic where the entrepreneurs actively seek and take initiative, willingly act in situations in which they are personally responsible for the success or failure of the operation for any enterprise to succeed. Analysis of the data revealed that the members attained initiativeness to a moderate level in both the regions with nearly 80% from Mewat and 69% from Non-Mewat, belonging to this category. This indicated that most of the members did not possess the leadership qualities; hence, they could not take initiative as desired

Drive and energy is the capacity of the entrepreneur to work for long hours, with less than normal amount of sleep and at the same time coping up with many situations simultaneously involving lot of physical and emotional stress.. Almost all the members (96.8%) reported a medium level of drive and energy, with not much difference between Mewat and Non-Mewat regions. They reported their inability to make right decisions when physically and emotionally stressed. However, they tried to remain calm even under tension.

Self-confidence is the degree to which an entrepreneur expresses confidence in his/her ability to meet a challenge. It is one of the major attributes which an entrepreneur must possess for running enterprise. Nearly two third (63.2%) of the members reported a high confidence level in both the regions, with 87% from Mewat and nearly 52% from Non-Mewat belonging to this category These findings reflected that as the members were confident about their capabilities, they were able to accomplish their goals by themselves, without any supervision of others. Members in Mewat region expressed more confidence than Non-Mewat.

Innovativeness is the degree to which an entrepreneur perceives himself/ herself to act in a manner, so as to enter his/her venture into new areas, products or services. Seethalakshmi (1999), described innovativeness as an important entrepreneurial attribute. Only one fourth of the members were highly innovative and another one fourth lacked this trait. About 50% expressed themselves

as having moderate degree of innovativeness It indicated that the members thought of innovative and better ways to make their products competitive, but did not perceive new opportunities for enterprise. They avoided making a change, since they were not prepared to take any risk. They never made an effort to introduce new products in the market. This might be because of their low educational and economic status. The group-wise data revealed that those groups, where members adopted independent business alone or in combination with milch cattle enterprise had comparatively high innovativeness level.

Risk-taking is the extent to which an individual would take risk, considering a decision for action with fair chances of success. The studies conducted by Manickavel (1997), Timmons (1998), Yadav (1998), Rao and Mehta (1998), Aiyaduari (1999) and Taneja and Gupta (2001), who reported that for any enterprise to succeed, an entrepreneur must possess risk-taking capacity, but at moderate level. Surprisingly, findings revealed that almost all (97.2%) of the members were low risk-takers in both the regions, may be because of their very low socio economic profile. It showed that they did not take risk to introduce a transformation or change. They were of the opinion that taking risks always did not get more profit and tried only when others had used them with success. As the members had low innovativeness and low risk taking capacity, they were not getting very high economic gain.

Knowledgeability is the degree to which an entrepreneur perceives himself/herself to be competent in the technical and marketing aspects of running his/her venture. Nearly, three fourth of the members were highly knowledgeable about various aspects of their enterprises in both the regions, with 93.4% from Mewat and 61% from Non-Mewat belonging to this category They also expressed an urge to gain good knowledge of market before starting their business and tended to produce only those goods which were found to have a market. High degree of knowledgeability about their enterprises as well as marketability in the present groups may have been a factor for the success of SGSY. None of the members in both the regions, were low in knowledge. Studies done by Sharma (1998) and Aiyadurai (1999) also suggested that an entrepreneur must be knowledgeable about his / her enterprise for better results.

Persuasability is the degree to which an entrepreneur perceives himself/ herself to be capable of convincing others to accept his/her ideas/products. Sixty three percent of the members had poor persuasability and 23% were found having moderate persuasability in both the regions As the members could not express themselves very convincingly to others, resulting in gaining less profit after marketing of products. Poor persuasability may be the result of poor educational and economic status of

Table 1. Members' perception on the highlighted attributes need to be laid for the development of persuasiveness among members

No. Attributes	Low / Poor			Medium / Moderate			High / Good			Very High / Very Good			Chi-square
	M	NM	N	M	NM	N	M	NM	N	M	NM	N	
1. Initiativeness	11 (18.0)	39 (30.2)	50 (26.3)	49 (80.3)	89 (68.9)	138 (72.6)	1 (1.6)	1 (77)	2 (1.1)	-	-	-	3.37
2. Drive and Energy	1 (1.6)	0	1 (0.5)	58 (95.1)	126 (97.7)	184 (96.8)	2 (3.3)	3 (2.3)	5 (2.6)	-	-	-	2.29
3. Self-confidence	-	-	-	6 (9.8)	62 (48.0)	68 (35.8)	53 (86.9)	67 (51.9)	120 (63.2)	2 (3.3)	0	2 (1.1)	290128*** 29.12***
4. Innovativeness	13 (21.3)	37 (28.7)	50 (26.3)	35 (57.4)	57 (44.2)	92 (48.4)	13 (21.3)	35 (27.1)	48 (25.3)	-	-	-	2.90
5. Risk-taking	56 (91.8)	129 (100)	185 (97.2)	5 (8.2)	0	5 (2.6)	-	-	-	-	-	-	10.01***
6. Knowledgeability	-	-	-	4 (6.6)	50 (38.7)	54 (28.4)	57 (93.4)	79 (61.2)	136 (71.6)	-	-	-	21.38***
7. Persuasability	34 (55.7)	85 (65.9)	119 (62.6)	20 (32.8)	23 (17.8)	43 (22.6)	7 (11.5)	21 (16.3)	28 (14.7)	-	-	-	5.422
8. Manageability	-	-	-	60 (98.4)	110 (85.3)	170 (89.5)	1 (1.6)	19 (14.7)	20 (10.5)	-	-	-	7.99**
9. Credit-orientation	-	-	-	-	-	-	11 (18.0)	21 (16.3)	32 (16.8)	50 (82.0)	118 (83.7)	158 (83.2)	0.27
10. Economic-Motivation	-	-	-	-	-	-	5 (8.2)	8 (6.2)	13 (6.8)	56 (91.8)	121 (93.8)	177 (93.2)	0.26
11. Achievement Motivation	-	-	-	18 (29.5)	68 (52.7)	86 (45.3)	43 (70.5)	61 (47.3)	104 (54.7)	-	-	-	9.00**
12 Persistence	-	-	-	28 (46.0)	72 (55.8)	100 (52.6)	33 (54.0)	57 (44.2)	90 (47.4)	-	-	-	1.63
13.Resourcefulness	0	3 (2.3)	3 (1.6)	51 (83.6)	112 (86.8)	163 (85.8)	10 (16.4)	14 (10.8)	24 (12.6)	-	-	-	2.474

Figures in parentheses indicate percentages.

P<.01 * p<.001

M = Mewat, NM = Non Mewat

M=61, NM=129, N (Total)=190

Manageability is the degree to which an entrepreneur perceives himself/herself to be capable of planning, organising, leading and controlling the efforts of members in his / her venture to stated goals. Nearly 90% of the members had managerial skills to the moderate level and only 10% were found having high level of manageability, focusing that the member lacked the basic managerial skills for running the enterprise. They were required to learn to delegate some responsibilities to avoid the enterprise becoming a one-man show. Having good managerial skills and learning to delegate some responsibilities to others is a very important attribute of successful entrepreneurs. Venkatpathy (1981) and Aiyadurai, (1999), emphasised the management skill of entrepreneurs and stressed that training on management skills must be imparted in entrepreneurship training programmes. *Credit-orientation* is the respondent's awareness about different sources to obtain and utilise credit. Majority (83.2%) of the members had very high level of credit orientation in both the regions, i.e. they were willing to take credit for their enterprises, whenever needed They did not consider credit-taking as a measure, which lowers the prestige of persons in

the society. Rather, they realised that credit facility assisted them in expanding their enterprise. In SGSY, after getting finance from banks, the beneficiaries had high level of credit orientation and they had highly positive attitude for making use of available credit facilities

Economic-motivation is the occupational success in terms of profit maximisation and the relative value placed by the respondents. Majority (93.2%) of the members had very high level of economic motivation in both the regions It showed that the members were working towards improving their economic gain. They were giving more importance to their enterprises rather than household tasks. They believed that, without economic assistance, entrepreneurs could not start their enterprises and the entrepreneurs should adopt profitable technology to increase monetary benefit. The SHGs under SGSY, also had high level of economic motivation, which is essential for sustainable development.

Achievement-motivation is the urge to improve oneself and excel in relation to a goal. Seventy percent members from Mewat and 47% from Non-Mewat region were highly motivated and the rest were moderately motivated in both the regions. This difference was significant as tested by chi-square (p<.01) the reason being, the members never had any

exposure before starting the economic activity, but their confidence, knowledgeability as well as achievement motivation was raised after they ventured into an enterprise. Competition made the members work harder for getting sustainable profit in order to lead a comfortable life. They took up only those enterprises like milch cattle enterprise and independent business that could bring good profit and had regular demand. Previous researches by Yadav (1998) and Aiyadurai (1999) also stressed the need of achievement-motivation amongst entrepreneurs.

Persistence is the degree to which an entrepreneur perceives himself/herself to take repeated or different actions to overcome obstacles. Timmons (1998), Taneja and Gupta (2001) emphasised the need of persistence amongst entrepreneurs. More than half (52.6%) of the members showed high level of persistence and the rest (47.4%) a moderate persistence level in both the regions, which might be due to the selection of only a few key activities by members. The members were not discouraged by small difficulties and once they took up a task, usually tried to complete it.

Resourcefulness is the degree of ability of women entrepreneurs to effectively and timely arrange the resources. Majority (85.8%) of the members were resourceful to a moderate degree only in both the regions. It indicate that they were not able to manage the scarce resources effectively. They did not hesitate in seeking help/assistance from others. They were not egoistic, but because of their low literacy level, been presented in Table -2.

Table -2. Multiple regression analysis of dimensions of group dynamics effectiveness with entrepreneurial attributes of group members (N=190)

S. No.	Dependent Variables	Independent Variables	T-Value	Signi. Level	F-ratio	R2
1.	Initiativeness	· Task-functions	2.584	0.11	13.27	0.496
		· Empathy	3.374	.001	-	-
		· Performance of member	2.007	0.46	-	-
2.	Drive & energy	· Performance of member	3.052	.003	3.599	0.223
3.	Self-confidence	· Interpersonal trust	3.320	.001	-	0.401
		· Performance of member	4.740	.000	-	-
4.	Innovativeness	· Task-functions	3.846	.000	17.589	0.565
		· Maintenance functions	2.724	.007	-	-
5.	Risk-taking	· Performance of member	1.787	0.076	-	.187
6.	Knowledgeability	· Task-functions	2.361	0.076	-	0.187
		· Performance of member	3.119	0.002	-	-
7.	Persuasability	· Membership	2.218	0.028	-	-
		· Performance of member	3.706	.000	-	-
8.	Manageability	· Interpersonal trust	2.889	.004	1.410	.094
9.	Credit orientation	· None	-	-	-	-
10.	Economic-motivation	· None	-	-	-	-
11.	Achievement motivation	· Task-functions	3.037	.003	-	-
		· Membership	1.999	.047	-	-
		· Performance of member	4.407	.000	-	-
12.	Persistence	· Task-functions	2.263	0.25	8.659	0.390
		· Norms	-2.079	.039	-	-
		· Performance of member	3.830	.000	-	-
13.	Resourcefulness	· Performance of member	3.874	.000	4.702	.258

Significant at $p < 0.05$ level of significance

found it difficult to manage resources from developing agencies. Studies conducted earlier by De (1986) and Timmons (1998) also stressed the need of resourcefulness among entrepreneurs.

Effectiveness of group dynamics : Number of factors such as profile of members of SHGs, procedure of group formation and the perception of group members towards SGSY, influence the group dynamics in SHGs and better group dynamics may result in developing entrepreneurial attributes among group members. The paper discusses the contribution of effective group dynamics on entrepreneurial attributes among group members of SHGs. Therefore, Multiple Regression Analysis of Dimensions of Group Dynamics Effectiveness (Independent Variables) was done with Entrepreneurial Attributes (Dependent Variables) of group members.

Dynamics effectiveness with entrepreneurial attributes of group members: The independent variables (dimensions of group dynamics effectiveness) entered in multiple regression were – viz; participation, influence, decision making procedure, task-functions, maintenance functions, group atmosphere, membership, feelings, norms, empathy, interpersonal trust, performance of SHGs and performance of member independently. The 13 dependent variables of entrepreneurial attributes of group members in this set were - initiativeness, drive and energy, self-confidence, innovativeness, risk-taking, knowledgeability, persuasability, manageability, credit-orientation, economic-motivation, achievement-motivation, persistence and resourcefulness. The relevant result have

Table 2 indicates that out of a set of twelve independent variables, task functions, empathy and performance of individual member contributed significantly to the initiativeness of group member. This shows that high performance of task-functions, high empathy among members and high performance of members independently led to better initiativeness in them. Performance of members independently significantly accounted for 22.3 percent variation in the drive and energy of group members. This shows that good performance of members led to more drive and energy among group members and encourage them to perform even better. Interpersonal trust and performance of members independently contributed significantly to the self-confidence of group members. Performance of task and maintenance functions correctly made significant contribution to the innovativeness of group members. Better performance of members independently, accounted, significantly for her/his risk-taking capacity.

Task-functions and performance of member contributed significantly to the acquiring of knowledge of group members. Better performance of task-functions and performance of members individually led to higher knowledge among group members. Performance of member as an individual significantly contributed to the persuasability among group members. Whereas, members sense of belongingness to the group and over-dependence on other members in a group led to significant low level of persuasability. Only interpersonal trust among group members contributed significantly to the manageability aspect of group members. This shows that high international trust among members led to higher manageability among members. None of the variables accounted for significant contribution in the credit-orientation and economic-motivation of group members. Task-functions, membership of the group and performance of members at individual level, made significant contribution towards achievement motivation among group members. High level of achievement motivation is the result of better performance of task-functions, high

membership and comparatively increasing performance trend of group members. Task-functions and performance of members individually, made significant contribution in the persistence level of group members. Those who did not follow norms were low in persistence level. This indicates that those members who performed task-functions in a better way and followed norms upto great extent, contributed to the better persistence level among members.

Performance of individual member contributed significantly to the resourcefulness of members at individual level. In the present study, the performance of members individually was low to moderate level, thus, the resourcefulness of members was also of moderate level. It can be inferred that better performance of task and maintenance functions, sense of belongingness to the group i.e. membership, following of norms, empathetic attitude towards each other, interpersonal trust among themselves and performance of member at individual level made significant contribution in developing the entrepreneurial attributes among group members under SGSY.

CONCLUSIONS

The findings of the study clearly revealed that majority of the members had high level of self-confidence, knowledgeability and achievement motivation. Whereas, members expressed moderate level of initiativeness, drive and energy, innovativeness, manageability, persistence and resourcefulness. On the other hand, the members were poor in persuasiveness and had poor risk taking capacity. Further, members had very high level of credit orientation and economic motivation in both the regions. Dimensions of group dynamics effectiveness also had significant contribution towards attainment of desirable entrepreneurial attributes among group members. Therefore, these should be highly taken care of while formulating strategies for empowerment of rural women.

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