

ENTREPRENEURIAL ATTITUDE ORIENTATION VERSUS ENTREPRENEURIAL SUCCESS AMONG ENTREPRENEURS IN SMALL AND MEDIUM ENTERPRISE (SME)

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ABSTRACT

This study examines the constructs of Entrepreneurial Attitude Orientation versus Entrepreneurial financial success, their impact on small business performance. Attitude is presented as a better approach to the depiction of entrepreneurs than either on personality uniqueness or demographics. The development and validation of the Entrepreneurial Attitude Orientation (EAO) scale and EAO subscales (achievement, personal control, innovation, self-esteem); and influence on entrepreneurial success has been examined. A sample size of 250 SME owners from selected districts of Karnataka was used in structural equation modeling (SEM) testing of the measurement and structural hypotheses. The measurement confirmatory factor analyses models of the constructs revealed that EAO and Entrepreneurial success are unique constructs. Then a structural model predicting performance was tested. Finally, it established that the structural paths connecting EAO and entrepreneurial success significantly predicts performance.

KEYWORDS: *Entrepreneurial Attitude orientation, Entrepreneurial Success, Achievement, Innovation in business*

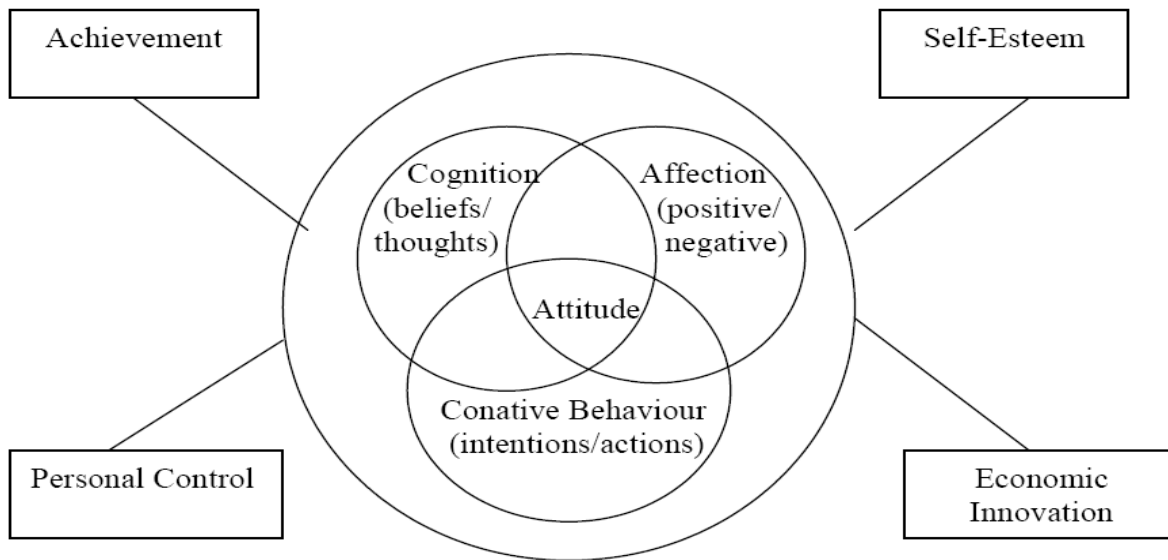
INTRODUCTION

The theoretical and methodological approaches used in researching the characteristics of entrepreneurs have been the use of personality theory emphasizing personal dispositions or traits, and the use of demographic information such as gender, education, age, experience, parental background. Although there have been many studies using these models, the field has progressed little beyond the earlier psychological work on entrepreneurs done by McClelland and his associates in the 1950s and 1960s (McClelland, 1961; McClelland, Atkinson & Clark). Indeed, some view the study of the entrepreneur's personal characteristics as a dead end offering little hope of furthering our understanding (Gartner, 1988). The problem is not the absence of psychological characteristics that distinguish entrepreneurs from other individuals, but rather the theories and methods used in identifying those characteristics. (Carsrud & Johnson, 1989).

The personality approach to identifying entrepreneurial tendencies consists of the direct measurement of personality traits or motivational tendencies possessed by entrepreneurs. It began in the 1950s with the work of David C. McClelland, David Atkinson, and others (McClelland, 1961) who explored the achievement motive or need for achievement (nAch) as well as other needs, including power and affiliation. While the pioneering work of these researchers has since been criticized for methodological and conceptual problems, their efforts provided a foundation upon which to build and to begin a closer examination of the psychological characteristics of the individual entrepreneur.

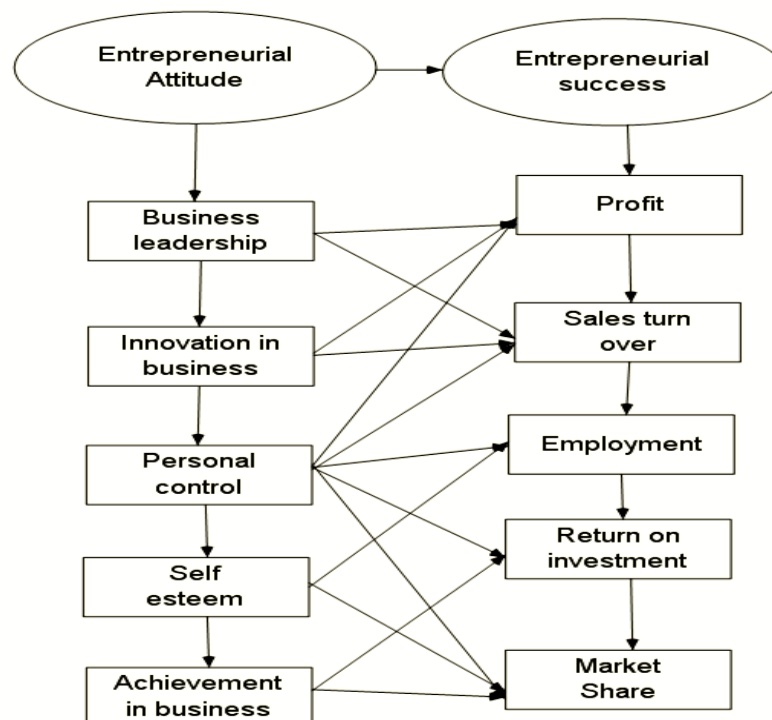
FIGURE – 1

ATTITUDE CONSISTING ACHIEVEMENT, SELF-ESTEEM, PERSONAL CONTROL AND INNOVATION IN COMBINATION WITH UNDERLYING COGNITION, AFFECTION AND CONATION



Attitudes also exist at the general and specific levels for many objects. Because of this, attitude specificity needs to be matched by measurement specificity (Abelson, 1982; Ajzen, 1982). There are two fundamental approaches taken as to the nature of attitude. One approach holds that attitude is a unidimensional construct and is adequately represented by affective reaction alone (Fishbein and Ajzen, 1975). The other approach, known as the tripartite model, holds that there are three types of reaction to everything: affect, cognition, and conation. Attitude is a combination of all three (Shaver, 1987). The cognitive component consists of the beliefs and thoughts an individual has about an attitude object. The affective component consists of positive or negative feelings toward the object. The conative or behavioral component consists of behavioral intentions and predispositions to behave in a given way toward the object

FIGURE 2 - CONCEPTUAL MODEL



Robinson, et al. (1991) incorporated an attitudinal scale to predict entrepreneurial activity. The advantage that Robinson, et al. (1991) and others maxim is that the attitudinal scale could be more domain-specific, which increased the correlation with actual behavior and reduced unexplained variability. Attitudes had a tendency to change across time and situations with the environment. So, once a person's attitude was measured, a prediction could be made about a person's future actions (Carlson, 1985). Based on prior research on personality, demographics and entrepreneurship, and Carlson's attitude consistency model, Robinson et al. (1991) developed the Entrepreneurial Attitude Orientation (EAO) model to predict entrepreneurial activity. The subscales of EAO measured individuals' attitudes across four constructs: (1) Achievement in business (referring to the results of starting and growing a business venture); (2) Innovation in business (using innovative methods in business activities); (3) Perceived personal control of business outcomes (individual's control and influence on his/her business); and (4) Perceived self-esteem in business (self-confidence/ perceived competency in business affairs).

Achievement in business referred to concrete results associated with the start up and growth of new business ventures. Individuals with a high need for achievement performed better with non-routine tasks and took accountability for their performance. They sought feedback, compared themselves with others, set for themselves challenges, goals and constantly tried to improve their performance (Mc Clelland, 1961). The achievement motive was based on the exception of doing something better or faster than anybody else or better than the person's earlier achievement. The development of the motive occurred by how the individual's existing outline of reference was set against the individuals own desire to achieve. In that way achievement motive would be a process of planning and striving for excellence (Hensemark, 1998). Some studies found a direct, positive correlation between achievement motivation and entrepreneurial behavior (Steven, 2003). The link between entrepreneurs and achievement motivation was strengthened by several studies Robinson et al. 1991 & Caird, 1991). Achievement was conceptualized and measured in many ways. One study, for instance, looked at the 'goal setting', 'perseverance', 'drive', and 'energy level' of entrepreneurs (Louw, Eden, Bosch and Venter, 2003). In developing a domain of enterprising behaviours of ordinary people, Gelderen (2000) included "being active", "busy", and "initiative".

Innovation and understanding were crucial elements of entrepreneurship. According to Senge, (2000), most people did not necessarily understand the system they operate within, even though they may have held long- term personal goals. As a result, they were inclined to developing short- term decision making patterns that tended to disrupt any long term strategic planning or goals. The concept of entrepreneurship has found different definitions over time, but the element of 'innovation' was closely tied to entrepreneurship. Innovation is defined as creating new products, methods, markets or new organization. Innovation relates to perceiving and acting upon business activities in new and unique ways (Kirton, 1978). Entrepreneurship is initiating, doing, achieving and building an enterprise or organization, rather than just watching, analyzing or describing one (Driessen and Zwart, 1998). Das and Bing-Sheng (2001) maintained that an ability to recognize and exploit environmental opportunities (i.e. entrepreneurial alertness) led many individuals into entrepreneurial careers.

H1 - There is a positive relationship between achievement in business and innovation in business, reported by entrepreneurs in SME.

Vecchio (2003) identified 'Business leadership' as an important factor in entrepreneurship, but noted that it received more attention within the general field of management. Vecchio (2003) argued that 'entrepreneurship' could be viewed as a type of leadership that occurred in a specific surroundings. This argument made 'leadership' a key dimension in the process of 'entrepreneurship'. According to Covin and Slevin (2002), effective entrepreneurial leaders encouraged a culture in which resources were managed strategically and opportunities were exploited. Timmons and Spinelli (2004) identified 'leadership' as one of the three key themes needed for new venture creation, and lists them as 'team building', 'building trust', and being a 'self-starter'. Gibb (1993) classed behaviors as enterprising that sought to 'persuade others' using skills and attributes such as 'persuasiveness', 'negotiations', 'planning', and 'decision taking'. Grouped together, these skills and attributes characterized part of what 'leadership' embodied.

Perceived self esteem in business pertained to the self confidence and perceived competency of an individual in conjunction with his or her business affairs. Self esteem was associated with feeling about oneself (Hogg and Cooper, 2003) and self efficacy (a part of self-esteem) was defined as a belief in the capability to perform the task Chen, et al. (1998). Entrepreneurship literature also found that persons who believed that their skill and ability set was adequate for achieving success with a new venture were motivated to exert the necessary effort (Douglas and Shepherd, 2000).

H2: There is a positive relationship between achievement in business, innovation, perceived self control and self esteem reported by entrepreneurs in SME.

Entrepreneurial success is satisfaction with financial success including profitability, sales turnover, return on investment, market share and creating employment opportunities was assessed using items adopted from Chandler and Hanks (1993) who reported high overall internal consistency for their measure of .77. Evaluation of non financial success took the form of ratings of customer satisfaction, employee satisfaction, relationship with suppliers, and work place relationship (Hoque, 2004). Hoque reported high internal consistency with cronbach's alpha value of .75. Self report of performance on 'objective' financial indicators included estimates of firm's performance relative to competitors. The 4-item scale consists of profit, market share, sales turn-over, return on investment, and employment reported a good cronbach's alpha value of 0.72 (Chandler and Hanks, 1994).

H3: There is a positive relationship between sales turn over, profitability, market share, employment, return on investment among entrepreneurs in SME.

H4: There is positive relationship between entrepreneurial attitude orientation and entrepreneurial success.

The main purpose of this study, therefore, is to test the above hypotheses derived from the model of Robinson et.al., (1991). We shall describe and report the empirical study to achieve this purpose in the following sections.

RESEARCH METHODOLOGY

To understand the entrepreneurial attitude orientation as a basis for entrepreneurial success, a survey of two hundred and fifty small and medium sized entrepreneurs from Karnataka Small Scale Industries Association (KASSIA), Peenya Industrial Association (PIA) and Federation of Karnataka Chambers of Commerce and Industries (FKCCI) were chosen for study. A preliminary study of thirty five entrepreneurs was conducted to assist the development of the main survey instrument. The main survey, with 250 respondents from selected districts of Karnataka was collected on the basis of the pilot survey. A questionnaire survey was adopted to collect the data. Closed ended questionnaire with nominal and interval scale was used to get the responses from the targeted sample. A categorical scale was used to capture the demographics of the respondents and interval scale was used for the measurement of variables deployed in the study. Purposive sampling technique was used in this research study. Snowball sampling technique was also administered to establish contacts of entrepreneurs at every stage of data collection. In both phases of the research survey, the questionnaire was handed over in person.

SURVEY INSTRUMENT

Robinson, Stimpson, Huefner and Hunt (1991) developed the Entrepreneurial Attitude Orientation (EAO) scale to test the hypothesis that attitude measures have higher discriminant validity than personality trait-based measures or demographic measures in distinguishing entrepreneurs from non-entrepreneurs. The EAO is based on the tripartite model of attitude and, therefore, captures affective, cognitive and conative measures of attitudes toward entrepreneurship which were selected as the basis of the EAO: 1) achievement in business, 2) innovation in business, 3) perceived personal control of business outcomes, and 4) perceived self-esteem in business. The EAO scale was selected for use in the present study because of rigorous subscale development and testing procedures and its predictive power in distinguishing entrepreneurs from members of the general public. In order to measure entrepreneurial attitude, a measure of entrepreneurial attitude orientation developed by Robinson and EAO subscales was employed. The internal consistencies reported were above 0.70. In regard to entrepreneurial success, profitability, sales, return on investment, market share and employment was assessed by, (Chandler and Hanks, 1994). The internal consistency reported was 0.77. A five-point Likert scale was used to describe this comparison with 1 representing strongly disagree and 5 strongly agree.

INSTRUMENT VALIDATION

When all the surveys were completed, the data was organized and using the statistical software, SPSS was used to test the internal consistency of the items in the survey. Construct validity was determined using factor analysis procedure. There were a total of 250 respondents out of a possible 300 entrepreneurs. Table 1 indicates the reliability analysis. Principal component factor analysis was performed on all the indicators for all the constructs in the study. Factor analysis for all the item scale showed higher factor loading.

TABLE 2
RELIABILITY CO-EFFICIENT OF EAO SUB SCALES

EAO Sub Scales	Items	Reliability co-efficient (Cronbach's alpha)
Achievement	9,35,3,26,23,31	0.65
Innovation	49,46,71,75,2,63	0.63
Personal Control	47,45,8,60	0.57
Self Esteem	14,21,29,5	0.56
Business Leadership	57,40,70,48,44,1	0.61

Reliability and Validity assessment: In order to ascertain the internal consistency of the constructs, cronbach's alpha was computed for each factor, with a value of >0.60 considered to be acceptable and a value of >0.70 considered to be good (Nunnally & Bernstein 1994). The cronbach's alpha value for all competency constructs was good (i.e. above 0.70). The reliability of the scale was also ascertained by estimating composite reliability.

TABLE 3
FACTORS, EIGEN VALUES, AND PERCENTAGE OF VARIANCE ON ENTREPRENEURIAL ATTITUDE ORIENTATION SCALE

Factors	Eigen Value	% of Variance	Cumulative % of Variance
Business Leadership	4.151	20.7%	20.7%
Innovation	2.858	14.2%	34.9%
Personal Control	1.810	9%	44%
Self Esteem	1.779	8.8%	52.8%
Achievement in business	1.749	8.7%	61%

TABLE 4
VARIMAX ROTATED FACTOR STRUCTURE IN ENTREPRENEURIAL SUCCESS

Factors(Entrepreneurial Attitude Orientation)	Item S.No.	Items	Factor loading	h^2
Entrepreneurial success	1	Profitability	0.598	0.554
	2	Sales turnover	0.792	0.914
	3	Market share	0.884	0.742
	4	Return on investment	0.598	0.869
	5	Employment	0.955	0.831

Eigen Value = 1.48

Percentage of Variance = 29.6%

TABLE 5
VARIMAX ROTATED FACTOR STRUCTURE IN THE ENTREPRENEURIAL ATTITUDE

Factors(Entrepreneurial Attitude Orientation)	Item S.No.	Items	Factor loading	h^2
Innovation	49	I enjoy being the catalyst for change in business affairs	0.619	0.806
	46	I believe that to become successful in business you must spend some time every day developing new opportunities	0.663	0.584
	71	I get excited creating my own business opportunities	0.695	0.592
	75	I usually take control in unstructured situations	0.794	0.786
Personal Control	22	I have always worked hard in order to be among the best in my field.	0.871	0.765
	47	I get excited when I approach tasks in unusual ways	0.854	0.812
	45	I create the business opportunities	0.894	0.926
	8	I feel very good because I am ultimately responsible for my own business success	0.840	0.833
Self Esteem	14	I spend a considerable time to impress upon people I work with.	0.576	0.556
	21	I get a sense of pride when I do a good job on my business projects	0.579	0.547
Achievement in business	9	I get a sense of pride when I do a good job on my business projects	0.759	0.681
	35	I make a conscientious effort to get the most out of my business resources	0.845	0.816
	3	I believe that to succeed in business it is important to get along with people	0.819	0.758
	26	I do every job as thoroughly as possible	0.865	0.750

Multivariate Analysis technique such as Factor Analysis was used to identify the factors responsible to the entrepreneurial attitude of micro entrepreneurs. A principal factor analysis with an orthogonal rotation (Varimax) using the SPSS and SAS 9.3 statistical packages were performed on the survey data. Entrepreneurial attitude comprised of business leadership, innovation, personal control, self esteem and achievement in business. The items loaded on five factors, were within acceptable standards of factor loading. Factor Analyses was done to confirm construct validity and limit error variance measurements as far as possible (Cavusgil & Das, 1997). Principal Factor Analysis was used for this purpose with varimax rotation. This was followed by Confirmatory Factor Analysis to assess the quality of fit between the measurement model and the data. The results indicated four instead of five factors, with Achievement, Personal Control, innovation and self esteem. Thirteen of the original items of the questionnaire did not load satisfactorily on any of the factors in the finally preferred four factor solution.

MEASUREMENT MODEL – CFA PROCEDURE

The path model was tested using the structural equation modeling (SEM) procedure. The central point in analysing structural models is the extent to which the hypothesized model “fits” or adequately describes the sample data (Byrne, 2001). A model fit can be evaluated by examining several goodness of fit indices which include: χ^2 , χ^2/df , GFI, TLI, CFI, and RMSEA. Besides fit statistics, of particular interest is the path significance indicated by the standardized regression estimate that assesses the effect of one variable on another. The significance level was set at p, 0.05. Prior to testing the model, the psychometric properties and the goodness of fit of the constructs studied were undertaken.

An analysis of full CFA model was undertaken to reveal the relationships among the competency areas. Similarly, full CFA analyses were also conducted on entrepreneurial attitude and entrepreneurial success constructs. The measurement model for entrepreneurial attitude yielded a moderate model fit of $\chi^2 =$

986.50, $p=0.000$, $\chi^2/df = 2.26$, GFI = 0.870, TLI = 0.845, CFI = 0.864, and RMSEA = 0.078. Similarly, the model estimation for entrepreneurial success construct yielded a model fit of $\chi^2 = 50.15$, $p=0.000$, $\chi^2/df = 2.00$, GFI = 0.952, TLI = 0.950, CFI = 0.966, and RMSEA = 0.069. Fit indices of CFA for Entrepreneurial Attitude and Entrepreneurial success can be seen in Appendix 1 and 2.

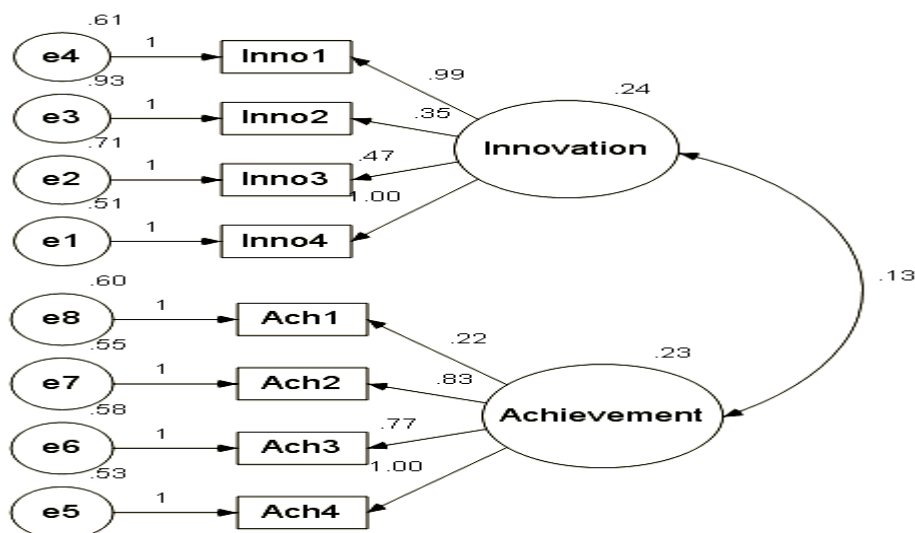
HYPOTHESES TESTING USING STRUCTURAL EQUATION MODEL (SEM)

In testing the hypotheses developed for this study, Structural Equation Modeling (SEM) was used because it offers a number of advantages compared to other commonly used technique. First, SEM takes into account measurement error in the observed variables, resulting in a more accurate estimation of the model. Second, in contrast to other regression procedures, SEM allows for the testing of an entire model simultaneously instead of testing each bivariate relationship in a step –by-step fashion (Shumaker and Lomax, 1996). SEM therefore offers greater precision in model estimation. Third, by taking into account both direct and indirect effects, SEM provides an estimate of the total effect (both direct and indirect) of each independent variable on the dependent variable. Fourth, SEM provides an important statistical technique by which to resolve the problem of multicollinearity, which is often difficult to deal with using conventional regression analysis. In the case of this study, the multicollinearity problem associated with entrepreneurial attitude orientation construct was resolved through the formation of higher-order structure.

H1 - There is a positive relationship between achievement in business and innovation in business, reported by entrepreneurs in SME.

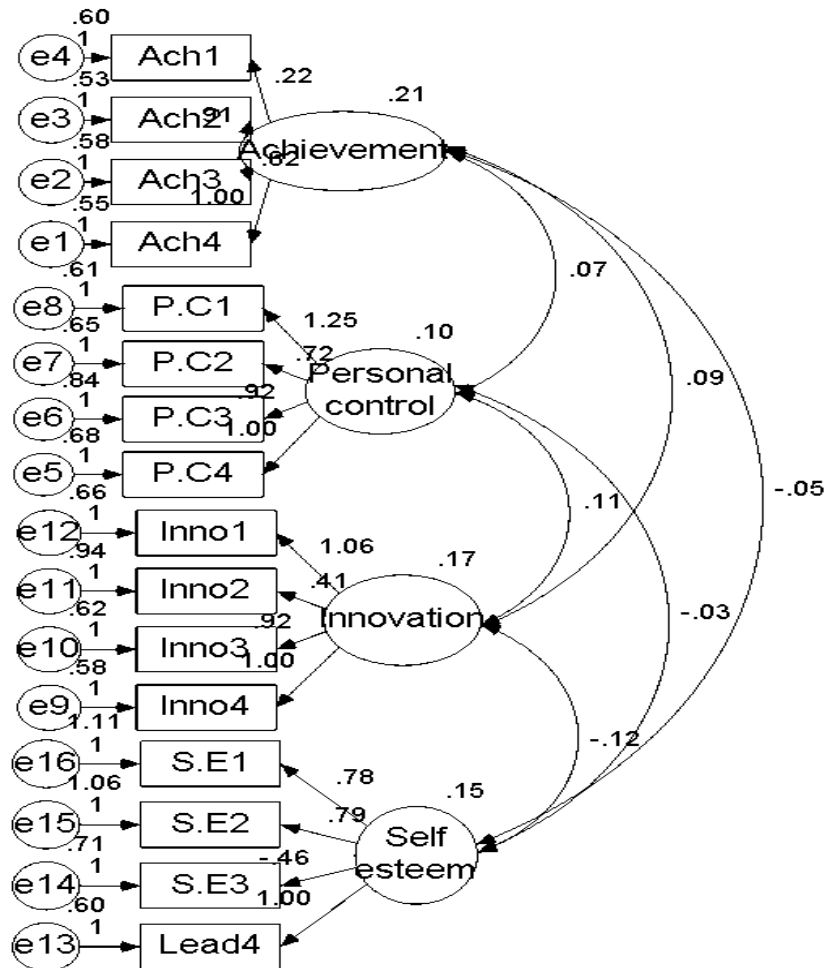
Hypothesis 1 was concerned with testing whether self-reported attitude would positively affect achievement in business and innovation in business. As can be seen form Figure 3, that depicted the structural model for entrepreneurial attitude had a direct path towards achievement and innovation in business. This model yielded a good model fit of $\chi^2 = 28.1$, $p=0.000$, $\chi^2/df = 2.00$, GFI is .971, AGFI is .946, IFI is .911 and RMSEA is .044. The result therefore, supported the hypothesized relationship.

FIGURE 3 - STRUCTURAL MODEL – INNOVATION AND ACHIEVEMENT



H2: There is a positive relationship between achievement in business, innovation, perceived self control and self esteem among entrepreneurs in SME. As depicted in the figure 4, analysis of data using SEM procedure showed a significant direct relationship of entrepreneurial attitude like achievement, innovation and personal control and self esteem. This model yielded a model fit of $\chi^2 = 176.60$, $p=0.000$, $\chi^2/df = 2.00$, GFI is .917, AGFI is .918, TLI= .786 CFI is .965 and RMSEA is .067. The results therefore, supported the hypothesized relationship.

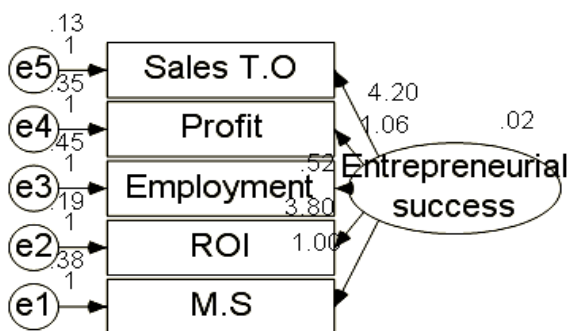
FIGURE 4 - STRUCTURAL MODEL – INNOVATION, SELF ESTEEM, PERSONAL CONTROL AND ACHIEVEMENT



H3: There is a positive relationship between sales turn over, profitability, market share, employment, return on investment among entrepreneurs in SME.

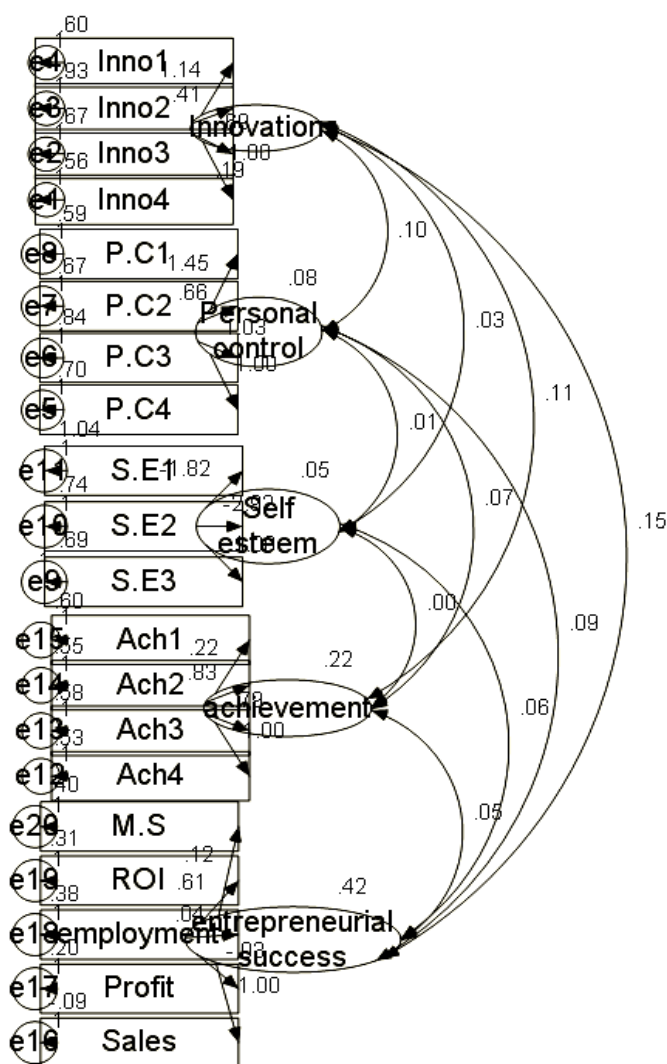
As depicted in the figure 5, analysis of data using SEM procedure showed a significant direct relationship of entrepreneurial success – like sales turn over, profit, employment, return on investment and market share. . This model yielded a model fit of $\chi^2 = 81.4$, $p = 0.000$, $\chi^2/df = 2.00$, GFI is .946, AGFI is .931, TLI= .986 CFI is .965 and RMSEA is .054. The results therefore, supported the hypothesized relationship

FIGURE 5 – STRUCTURAL MODEL - ENTREPRENEURIAL SUCCESS



H4: There is positive relationship between entrepreneurial attitude orientation towards innovation, achievement, self esteem, personal control and entrepreneurial success towards market share, return on investment, sales, profit and employment.

FIGURE 6 - STRUCTURAL MODEL - ENTREPRENEURIAL ATTITUDE AND ENTREPRENEURIAL SUCCESS



As depicted in the figure 6, analysis of data using SEM procedure showed a significant direct relationship of entrepreneurial attitude and entrepreneurial success. This model yielded a model fit of $\chi^2 = 258.4$, $p = 0.000$, $\chi^2/df = 2.00$, GFI is .916, AGFI is .911, TLI= .946 CFI is .926 and RMSEA is .044. The model (Figure 6) estimates the correlation of the latent variable ‘entrepreneurial attitude’ with the ‘entrepreneurial success’ of entrepreneurs.

The results therefore, supported all the hypothesized relationship.

DISCUSSIONS

This study used attitude theory as a more dynamic model of the entrepreneur and the association with entrepreneurial behavior than traditional trait-based or characteristic approaches. The results provided a superficial review of assumptions underlying psychological research, and highlighted the importance of accepting historical roots of theories and methods borrowed from broader social science contexts. Any research program in entrepreneurship which hopes to significantly advance knowledge of entrepreneurs and entrepreneurial processes must have at its core the recognition that: 1) the entrepreneurial event is dynamic, holistic, discontinuous, and unique; 2) it is initiated by an act of human volition; and 3) the individual interacts with the environment in a dynamic and reciprocally causal way.

The investigation of the achievement or personal control sub-scales of entrepreneurial attitude orientation (EAO) indicated significant differences between the entrepreneurs who have created their own business and had influences over their business incentives respectively. Biographic variables unfortunately did not differentiate between individuals who created their own businesses. Previous studies however discriminated well on the achievement and personal control sub-scales (Huefner and Hunt, 1994; Hoole and Boshoff, 1997). Alternatively the interpretation is made that entrepreneurs both experienced and non-experienced presented similar achievement and personal control orientations.

To measure gender, age, level of education, and parental background related to all variables, a correlation was applied. This study found gender as weak determinant and no statistical significance among entrepreneurs in measuring the demographics of gender and education. 51 percent of the entrepreneurs surveyed in this study gained their experience through their own life experiences and 26 percent were at a level of graduate or above. The study also found that those entrepreneurs with small businesses said they were happier even if they made less money. Kruger (1993), suggested that 'entrepreneurial intention was based on the interaction between personal characteristics, perceptions, values, beliefs, background and environment', and not on financial gain. Shapero and Solkol (1982) suggested that convergence of attitudes and situational factors led to business start-ups. This Study indicated that some of more prominent reasons for failures of many entrepreneurial endeavors within the first three years included 'financial problems', 'lack of effective marketing or promotion', and lack of 'marketing skills'. Krueger and Reilly (2000), stressed the need for entrepreneurs to be trained in good general management practices to avoid pitfalls that affect many entrepreneurial endeavors within the first three years.

Finding concerning the entrepreneurial Self-esteem sub-scale is surprising, with the indication that new entrepreneurs proved to be significantly higher self esteem than experienced entrepreneurs. Perceived self-esteem in business pertained to the self-confidence and perceived competency of an individuals in conjunction with his or her business affairs. Self-esteem was associated with feelings about oneself (Hogg and Cooper, 2003), and self-efficacy was defined as a belief in their capacity to perform the task. Study shows that entrepreneurs who believed that their skill and ability set was adequate for achieving success with their new venture were motivated to exert the necessary effort (Douglas and Shepherd, 2000). New entrepreneurs, in contrast to experienced entrepreneurs, viewed failures as their personal insufficiency. This would suggest that novice entrepreneurs would need further development in this dimension if they were to continue in the market as successful entrepreneurs. Research demonstrates that cognitive and social processes had an impact on entrepreneur behavior (Douglas and Shepherd 2000). The study also revealed that new entrepreneurs think about their abilities and relate to their willingness to persevere with new venture, even in the fact of failure. The novice entrepreneurs in comparison to experienced entrepreneurs spent a considerable amount of time securing an advisor who could tell them how to solve business problem. The findings showed that novice entrepreneurs were satisfied with the choices they made to enter into an existing business or start a new business venture, and while the sacrifices of time and personal resources were immense, the outcomes were rewarding.

The desire to be an entrepreneur was not only valuable to the individual but also had a positive impact on society and the economy, particularly if the business venture turned out to be financially strong and successful. Schumpeter (1997) believed that entrepreneurs had a drive to overcome obstacles, a joy in creating, and satisfaction in exercising ones' ingenuity.

Understanding the characteristics of the new entrepreneur could be useful means to increase entrepreneurial base. While discussing the role of entrepreneur in the process of economic development, entrepreneurs are seen as creative-driven individual who finds new combinations of production to develop new products, corner a new market, or design a new technology.

Experienced entrepreneurs tended to grow and expand their business entities beyond when they were in novice stage. This finding coincided with Say (1936), who expressed that the entrepreneur was positioned within an intermediate function of converting knowledge into a marketable product.

CONCLUSION

The identified entrepreneurial attitudes should not only be used in businesses to improve corporate entrepreneurship (Gowns, 2002) but also be applied in educational system to advance the proficiency and propensity towards entrepreneur behavior.

The development of entrepreneurial talent is important in sustaining a competitive advantage in a global economy that is brought about by innovation. Empirical evidence confirms that entrepreneurial programs have successfully imparted comparatively higher confidence among the potential entrepreneurs to pursue their own line of entrepreneurial activities. Moreover, academic experience of entrepreneurs significantly predicts their entrepreneurial attributes and motivation (Lope Pihie 2008). University equips the potential entrepreneurs with those attitudes that help them to take responsibility of their own actions, be creative and innovative, and also to develop their creativity in their lives.

DIRECTIONS FOR FUTURE RESEARCH

1. Classifying the entrepreneurs in SME based on the type of business is not in the scope of this study; such a classification would have shown more interesting results.
2. To understand more about the findings of this research, a detailed study on each one of the entrepreneur's entrepreneurial traits and the reasons underlying them can be taken up using a case study approach.
3. This research study could also be replicated and refined in other research context covering potential entrepreneurs.

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