

Entrepreneurial Motives of Indian Entrepreneurs: An Empirical Study

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In earlier research including Indian studies, it was found that entrepreneurs were primarily motivated by economic achievement. The present study was carried out: first to rank the various entrepreneurial motives as perceived by the entrepreneurs themselves, and second, to assess the level of achievement motivation of Indian entrepreneurs as well as to make comparison between the achievement motivation levels of entrepreneurs and intrapreneurs of Indian service sector enterprises. The following three motives, viz., “to utilize one’s talent and capabilities”, “to set standards for achievement and then to strive to achieve them” and “to provide more financial security & comfort to family” emerged as the most important among the motives.

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Introduction

Entrepreneurial motivation is one of the key elements in entrepreneurial performance. Stuart & Abetti (1990) found a positive correlation between objectives pursued by entrepreneurs and the performance of their businesses. Kurtako et al. (1997) and Robichaud et al. (2001) observed entrepreneurial motivation as goal statement that entrepreneurs seek to achieve; they grouped various items measuring entrepreneurial motivation into four motivational factors, viz., Extrinsic Rewards, Intrinsic Rewards, Independence/Autonomy, and Family Security. Dubini and Aziendale (1988), on the basis of the findings of their study of 163 Italy based entrepreneurs, grouped factors of entrepreneurial motivation into seven sets, viz., (i) Achievement (related to sense of individualism, accomplishment and development); (ii) Philanthropy (related to welfare of the individual, family or community); (iii) Status (related to recognition, prestige, respect); (iv) Materialism (related to economic con-

sideration); (v) Escape (related to escape, an undesirable situation); (vi) Freedom (related to flexibility of work, time, collaborations); and (vii) Role Model (related to continuing family tradition). Rodrigo (1986), in his study of Cali Columbia based 64 entrepreneurs, found out the following motivating factors for entrepreneurship: independence, desire to make a reality of their ideas, confidence in their capacities, desire to develop their initiative and creativity, money, desire to be their own boss, and desire to define their life path before getting old. Vidya Lata (1990) suggests that security, prestige, power and social service are equally potential motives. Thus, various motives have been identified as factors of entrepreneurial motivation.

Earlier Research

In a number of research studies, attempts have been made to rank entrepreneurial motives as perceived by the entrepreneurs themselves. McClelland (1961) identified 'need for achievement' as the single most important factor of entrepreneurial motivation. Hornaday and Bunker (1970) also supported the McClelland's view considering achievement motive as an explanatory variable for entrepreneurial behavior. Collins and Moore (1970) recognized independence as an important entrepreneurial motive. Further, Hornaday and Aboud (1971) reported that the need for achievement, support, independence, and leadership are the most significant entrepreneurial characteristics. Alange (1988), in his Swedish study (which was a part of an international cross – cultural study of 15

countries), found that Swedish entrepreneurs were motivated by need for independence. Bhattacharya (1979) found that power, self-actualization and achievement motivation are significantly higher in entrepreneurs compared to economic and affiliation motivation. Respect for work was recognized as an important motivating factor of entrepreneurship by Akhouri and Mishra (1990). Vijaya and Kamalanabhan (1998) also found that economic factors and the need for independence emerge as major reasons for the respondents wanting to go into business. In Mitchell's (2004) study of motive profiles of 101 South African entrepreneurs, both men and women entrepreneurs were found to be primarily motivated by the need for independence, need for material incentives and the need for achievement; the need to contribute to the community was not found to be an important reason. Murugesan & Sankaran (2006), in their study of 153 entrepreneurs of Tamil Nadu (India), found that the majority of entrepreneurs were motivated mainly by the urge to attain economic independence such as the desire to earn money and to be self-employed. Chowdhary & Monika Prakash (2007), in their exploratory study of entrepreneurial motives of 179 young Indian entrepreneurs, found that autonomy and freedom dominated the motives for entrepreneurship. The results of the recent study of 243 Indian North Eastern (Assamese) entrepreneurs on entrepreneurial motivation conducted by Khanka (2009) showed that entrepreneurs were primarily motivated by the need for economic achievement, personal growth, autonomy and recognition; the desire to

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contribute to the community was not found to be an important reason to become an entrepreneur. The above mentioned outcomes of earlier research indicated that no single set of motives has been found to be fully operational in the case of entrepreneurs. Therefore, it is worthwhile to understand which motive / set of motives is more fundamental in the case of existing entrepreneurs. In this direction, on the basis of the extensive review of the earlier research on entrepreneurship, Jain (2011) developed a simple framework of entrepreneurship and entrepreneurial competencies in which he incorporated the entrepreneurial motives too as part of the entrepreneurial competencies which include: achievement motivation (need for achievement), need for such aspects as independence/autonomy/personal control, personal growth and development, social recognition and respect, social security & greater comfort for self and family, money/wealth, and enjoying creative, innovative and path-breaking work. Keeping in view the findings of the earlier research in general and Jain's framework in particular, the authors have taken up the present study in the Indian context.

Research Methodology

The present study was carried out with two objectives: first, to rank the vari-

ous entrepreneurial motives as perceived by the entrepreneurs themselves, and second, to assess the level of achievement motivation of Indian entrepreneurs as well as to make comparisons between the achievement motivation levels of entrepreneurs and intrapreneurs of Indian service provider enterprises.

Sampling Design: The study was carried out with a sample survey of 134 entrepreneurs (owner – managers) belonging to various service provider enterprises of India. Purposive and convenient sampling was adopted to select the enterprises / entrepreneurs. Out of the 134 entrepreneurs so selected 109 were males and 25 were females. Such selected enterprises / entrepreneurs represent different types of ownership, viz., sole - proprietary firms, partnership firms, private limited companies, cooperative societies, and joint hindu families. Only tiny, small, and medium sized service provider enterprises consisting of the following segments were selected for the survey: IT & IT Enabled Services, KPO & BPO Services, Consultancy Services, Tourism, Travel & Hospitality Services, Health Care Services, Education & Training Services, Advertising Services, and Other Misc. Services which include event management services, entertainment & recreation services, services regarding automobiles servicing, packaging services, courier services, transportation services, beauty parlors, retailers etc. The respondent entrepreneurs have educational qualifications such as non-graduates, graduates, and post-graduates. They also belong to differing age range, family backgrounds such as farming, busi-

ness, and service as occupation of their father / parents. It is noteworthy that for the purpose of making comparison, achievement motivation scale (AMS) was administered to 116 intrapreneurs besides 134 entrepreneurs.

Data Collection: The following two scales have been administered for the purpose of collecting primary data for the study: first, Entrepreneurial Motivation Scale (a Likert Type five-point scale) which contains eleven items out of which first five items were adapted from the Entrepreneurial Motivation Scale developed by Kurtako et al. (1997), the next five items were adapted from the Entrepreneurial Motivation Scale developed by Vijaya & Kamalanabhan (1998) and the eleventh item was developed by the authors. Second, Achievement Motivation Scale (a Likert Type five-point scale) which contains ten items out of which first eight items were adapted from the Entrepreneurial Orientation Scale developed by Robinson et al. (1991) and the remaining two items were developed by the authors themselves. These scales are given in Appendix I & II.

Reliability Test: The reliability of the above mentioned both the scales have been tested and reliability coefficients, i.e., Cronbach's alpha (α) scores for such scales were obtained as .756 and .768 respectively which indicate the overall reliability of the scales.

Analysis of Data: Statistical tools like mean, standard deviation, t-test, ANOVA, etc. have been used for the purpose of analysis and inference. Data

analysis was done with the help of 'SPSS' software package.

Key Variables Studied: Besides 'Achievement Motivation', the following entrepreneurial motives have been selected for the present study to: (i) set standards for achievement and then strive to achieve them; (ii) utilize one's talent and capabilities; (iii) provide more financial security and comfort to one's family; (iv) become self-employed; (v) do something new and path breaking; (vi) make more money and creating personal wealth; (vii) have personal freedom and independence; (viii) fulfill one's temperament and receiving the joy of engaging oneself in entrepreneurial activities; (ix) lead a more comfortable life; (x) serve the society and; (xi) obtain more reputation and status in the society. 'Achievement Motivation' has been studied in more depth and for the purpose, a ten item five point Likert type scale was administered.

Survey Results

- 1) As ranked on the basis of mean score (Table 1), "to utilize one's talent and capabilities" has been found as the prime entrepreneurial motive followed by the motive "to set standards for achievement and then to strive to achieve them". Entrepreneurial motives such as "to provide more financial security and comfort to family", "to become self-employed", "to do something new and path-breaking" and "to make money and personal wealth" have also been found very important (in the rank order). Other motives have been found less important in the rank order.

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- 2) Entrepreneurial motives were found to be perceived almost similar by both male and female entrepreneurs without significant variation at 0.05 level of significance (Table 2).

Table 1 Rank Order of Entrepreneurial Motive

Motives	Mean (N=134)	S.D.	Rank Order
To Utilize One's Talent and Capabilities	4.59	.640	1
To Set Standards for Achievement and Then to Strive to Achieve Them	4.30	.977	2
To Provide More Financial Security and Comfort to One's Family	4.28	.837	3
To Become Self Employed	4.25	.888	4
To Do Something New and Path Breaking	4.24	.877	5
To Make More Money and Personal Wealth	4.19	.977	6
To Have Personal Freedom and Independence	4.08	.989	7
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	4.04	.913	8
To Lead a More Comfortable Life	3.83	1.147	9
To Serve the Society	3.78	.994	10
To Obtain More Reputation and Status in the Society	3.73	1.164	11

Table 2 Comparison Between Motives of Male and Female Entrepreneurs (t-test Results)

Entrepreneurial Motives	Males (N=109)		Females (N=25)		t-Value	Sig.
	Mean	S.D.	Mean	S.D.		
To Utilize One's Talent and Capabilities	4.61	.592	4.48	.823	.949	.344
To set standards for Achievement and then to Strive to achieve them	4.28	.734	4.36	.569	-.482	.630
To Provide More Financial Security and Comfort to One's Family	4.28	.851	4.28	.792	.024	.981
To Become Self Employed	4.25	.914	4.24	.779	.039	.969
To Do Something New and Path Breaking	4.28	.851	4.04	.978	1.259	.210
To Make More Money and Personal Wealth	4.22	.956	4.08	1.077	.646	.520
To Have Personal Freedom and Independence	4.07	.988	4.12	1.013	-.212	.833
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	4.08	.840	3.84	1.179	1.20	.232
To Lead a More Comfortable Life	3.83	1.183	3.80	1.000	.137	.892
To Serve the Society	3.80	.931	3.68	1.249	.535	.594
To Obtain More Reputation and Status in the Society	3.79	1.131	3.48	1.295	1.199	.233

*Significant at 0.05 level of significance (table value = 1.96). On applying t Test, none of the values was found significant.

- 3) No significant variation between the motives of the entrepreneurs belonging to different age ranges (viz., 25 – 30 years, 30 – 35 years, 35 – 40 years, and 40 and above years) (Table 3), (at 0.05 level of significance) was found as regards most of the motives except in case of the following three: (i) “to have personal freedom and independence”, (ii) “to fulfill one’s temperament and receiving the joy of engaging oneself in entrepreneurial activities”, (iii) “to utilize one’s talent and capabilities”. The first was found to be higher for entrepreneurs in the age range of “40 years and above” as compared to all those who are in other age ranges whereas the other two motives were found to be higher in the age range of “30 – 35 years”. This indicates that: (i) Those below the age of 35 years intend to enjoy the entrepreneurial activities more than the elder entrepreneurs, (ii) Those below the age of 40 years intend to utilize their talent and capabilities” more than the elder entrepreneurs; and (iii) elder entrepreneurs (above the age of 40 years) intend “to have personal freedom and independence” more than their younger counterparts.
- 4) No significant variation (at 0.05 level of significance) between the motives of entrepreneurs belonging to different levels of educational qualifications (viz., non-graduates, graduates, and post-graduates) (Table 4), was found as regards most of the motives except in the case of three: (i) “to make more money and personal wealth”; (ii) “to do something new and path breaking”; and (iii) “to utilize their talent and capabilities”. The first was found to be significantly higher for non-graduate entrepreneurs than the others whereas the other two motives were found to be significantly higher for post-graduates than the others. This indicates that the post-graduates intend to utilize their talent and capabilities as well as to do something new and path breaking when compared to graduates and non-graduates.
- 5) No significant variation was found (at 0.05 level of significance) between the motives of entrepreneurs belonging to different family backgrounds (viz. farming, business, private sector service, and public / government sector service) (Table 5), as regards most of the motives except in the case of: (i) “to make more money and personal wealth”; (ii) “to lead a more comfortable life”; and (iii) “to obtain more reputation and status in the society”. The first and the third were found to be higher for those who belong to farming or private sector service whereas the second was found to be higher for those who belong to business background. This indicates that more entrepreneurs belonging to farming or private service background intend to obtain more reputation and status in the society from their entrepreneurial activities than those who belong to business family background.
- 6) No significant variation was found (Table 6) between seven motives of

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Table 3 Comparison between Motives of Entrepreneurs Belonging to Different Age Ranges (Results of ANOVA)

Entrepreneurial Motives	25 - 30 Years (N=4)		30 - 35 Years (N=19)		35 - 40 Years (N=54)		40 Years & above (N=57)		F	P (Sig.)
	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.		
To Make More Money and Personal Wealth	4.25	.500	4.32	.582	4.07	1.211	4.26	.856	.464	.708
To Become Self Employed	4.25	.500	4.47	.697	4.33	.890	4.09	.950	1.200	.313
To Have Personal Freedom and Independence	4.50	.577	4.21	1.032	4.17	.906	5.93	1.067	3.121	.043*
To Lead a More Comfortable Life	3.75	1.258	3.58	1.346	3.91	.996	3.84	1.222	.388	.762
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	4.50	.577	4.53	.697	3.81	.953	4.05	.895	3.411	.020*
To Do Something New and Path Breaking	4.75	.500	4.32	.749	4.11	.883	4.30	.925	.969	.409
To Utilize One's Talent and Capabilities	4.50	.577	4.87	.895	4.65	.520	4.41	.648	3.276	.041*
To Serve the Society	4.00	.816	3.58	1.121	3.78	1.093	3.82	.869	.357	.784
To Provide More Financial Security and Comfort to One's Family	4.25	.957	4.21	.855	4.24	.950	4.35	.719	.216	.885
To Obtain More Reputation and Status in the Society	3.75	1.258	3.95	.911	3.63	1.293	3.75	1.123	.358	.784
To Set Standards for Achievement and then to strive to achieve them	4.50	1.000	4.42	.607	4.30	.690	4.25	.739	.402	.752

*. Significant at 0.05 level of significance (Table Value of F=2.6049).

Table 4 Comparison between Motives of Entrepreneurs having Different Levels of Educational Qualifications.

(Results of ANOVA)

Entrepreneurial Motives	Non-Graduates (N=14)		Graduates (N=51)		Post Graduates (N=69)		F	P (Sig.)
	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.		
To Make More Money and Personal Wealth	4.71	.469	4.24	.862	4.06	1.097	4.861	.039*
To Become Self Employed	4.36	.842	4.25	.868	4.22	.921	.146	.864
To Have Personal Freedom and Independence	4.29	.726	4.08	1.111	4.04	.946	.346	.708
To Lead a More Comfortable Life	4.36	.929	3.75	1.129	3.78	1.187	2.852	.066
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	4.00	.784	4.12	1.032	3.99	.849	.317	.729
To Do Something New and Path Breaking	4.21	.699	4.35	.890	4.46	.901	4.316	.049*
To Utilize One's Talent and Capabilities	4.50	.519	4.51	.723	4.59	.602	4.220	.028*
To Serve the Society	3.71	.726	3.76	.929	3.80	1.092	.045	.956
To Provide More Financial Security and Comfort to One's Family	4.43	.646	4.35	.688	4.20	.964	.702	.497
To Obtain More Reputation and Status in the Society	4.07	.997	3.82	1.090	3.59	1.240	1.240	.293
To set standards for Achievement and then to Strive to achieve them	4.36	.497	4.25	.627	4.32	.795	.173	.842

*. Significant at 0.05 level of significance (Table Value of F=2.6049).

the entrepreneurs belonging to different segments of services (viz., IT & ITES, Consultancy, Tourism, Travel & Hospitality, Medical & Healthcare, Education & Training, and Advertising & Marketing), but the following four items were

found with significant variation (at 0.05 level of significance): (i) "To make more money and personal wealth"; (ii) "To do something new and path breaking"; (iii) "To set standards for achievement and then to strive to achieve them"; and (iv)

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Table 5 Comparison between Motives of Entrepreneurs having Different Family Backgrounds
(Results of ANOVA)

Entrepreneurial Motives	Farming (N=29)		Service in Private Company/Firm (N=20)		Service in Public Sector/Govt. Organisation (N=33)		Bussiness (N=52)		F	P (Sig.)
	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.		
To Make More Money and Personal Wealth	4.38	.979	4.30	.470	3.94	1.059	4.21	1.054	3.254	.031*
To Become Self Employed	4.17	.928	4.40	.754	4.21	.960	4.25	.883	.279	.841
To Have Personal Freedom and Independence	4.21	.861	4.25	.716	4.06	1.197	3.96	1.009	.603	.614
To Lead a More Comfortable Life	4.97	1.295	4.35	.933	4.00	1.090	3.44	1.074	3.975	.010*
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	3.86	.990	4.00	.795	4.03	.984	4.15	.872	.645	.587
To Do Something New and Path Breaking	4.34	.769	4.35	.988	4.27	.944	4.12	.855	.602	.615
To Utilize One's Talent and Capabilities	4.62	.561	4.70	.470	4.48	.755	4.60	.664	.512	.674
To Serve the Society	3.90	.772	4.05	.759	3.82	1.158	3.58	1.054	2.492	.072
To Provide More Financial Security and Comfort to One's Family	4.28	.996	4.80	.410	4.27	.839	4.10	.799	1.608	.115
To Obtain More Reputation and Status in the Society	4.03	1.017	4.00	1.03	3.73	1.257	3.46	1.196	4.238	.012*
To Set Standards for Achievement and then to Strive to Achieve Them	4.51	.774	4.30	.503	4.21	.781	4.69	.667	3.040	.039*

*. Significant at 0.05 level of significance (Table Value of F=2.6049).

Table 6 Comparison Between Motives of Entrepreneurs Belonging to Different Segments of Services.

(Results of Anova)

Entrepreneurial Attitudes	IT& ITES (N=11)		Consultancy (N=23)		Tourism, Travel & Hospitality (N=41)		Medical & Health (N=11)		Education & Trg. (N=12)		Adv. & Mkg. (N=15)		F	P (Sig.)
	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.		
To Make More Money and Personal Wealth	3.82	1.079	4.00	1.348	4.20	.901	4.45	.522	4.45	.522	4.15	4.23	2.735	.041*
To Become Self Employed	4.27	.786	4.13	.815	4.39	.802	4.27	.905	4.08	.996	4.07	1.223	.413	.869
To Have Personal Freedom and Independence	4.18	.982	4.26	.752	4.10	.970	3.73	1.348	3.83	1.115	4.00	1.069	.556	.765
To Lead a More Comfortable Life	4.00	1.095	3.78	1.126	3.80	1.077	4.09	1.136	3.83	.937	3.47	1.407	.424	.862
To Receiving the Joy of in Entrepreneurial Activities	4.09	.701	3.78	.998	4.15	.882	3.55	1.128	4.07	.835	4.00	.926	3.252	.028*
To Do Something New and Path Breaking	4.64	.505	4.22	.951	4.27	.742	3.91	1.375	4.00	.853	4.13	.915	3.918	.020*
To Utilize One's Talent and Capabilities	4.73	.467	4.61	.583	4.61	.586	4.36	1.027	4.75	.452	4.40	.910	.666	.677
To Serve the Society	4.09	.701	3.83	1.029	3.78	1.037	3.91	.944	3.33	1.371	3.47	1.060	.976	.445
To Provide More Financial Security and Comfort to One's Family	4.45	.688	4.17	1.193	4.27	.708	4.55	.688	4.17	1.030	4.07	.961	.625	.710
To Obtain More Reputation and Status in the Society	4.00	1.000	3.43	1.273	3.78	1.235	3.55	.934	3.50	1.382	3.87	1.060	.633	.703
To Set Standards for Achievement and then to Strive to Achieve them	4.55	.688	4.30	.765	4.32	.687	4.82	.405	4.33	.651	3.87	.915	3.017	.026*

*. Significant at 0.05 level of significance (Table Value of F=2.6049).

“To fulfill one’s temperament and receiving the joy of engaging oneself in entrepreneurial activities”. On further analysis, the first three such motives were found with significant variation particularly between the two segments, viz., ‘IT & ITES’ and ‘Medical & Healthcare’.

7. No significant variation (at 0.05 level of significance) between motives of the entrepreneurs belonging to different types of firm ownerships (viz., Single Owner Firms, Private Limited Company, and Public Limited Company) (Table 7) was found as regards most of the motives except in case of the following two: “to lead a more comfortable life”, and “to fulfill one’s temperament and receiving the joy of engaging oneself in entrepreneurial activities”. The former was found to be important more for entrepreneurs belonging to private sector than those belonging to the public sector, whereas the later was found to be important more for entrepreneurs belonging to private sector than those belonging to single owner firms.
8. Most of the entrepreneurs were perceived to have ‘Achievement Motive (AM)’ as moderately positive. Such a perception was found common among both male and female entrepreneurs as well as among the entrepreneurs of different age ranges without significant variation (at 0.05 level of significance). However, more post-graduate entrepreneurs were perceived to have such a motive (AM) than the graduate or non-graduate entrepreneurs. Similarly,

more entrepreneurs with business family background have such a motive (AM) than those who with of service family background (either private sector or public / government sector service). Achievement Motivation of entrepreneurs having single ownership has been found at significantly higher level than those belonging to private sector companies. So far as Achievement Motivation of entrepreneurs belonging to different segments of services is concerned, it varied significantly (Table 8).

Most of the intrapreneurs also perceived to have their ‘Achievement Motive (AM)’ as moderately positive. Such a perception was found common between both male and female intrapreneurs; among intrapreneurs belonging to different family backgrounds as well as those belonging to various segments of services. The same is the case with intrapreneurs belonging to various types of firm ownership. However, the Achievement Motive (AM) score was found with significant variation (at 0.05 level of significance) among the intrapreneurs of different age ranges as well as among the intrapreneurs having different levels of educational qualifications (Table 9)

It is worth noting that both entrepreneurs and intrapreneurs were found to have Achievement Motivation (AM) as moderately positive (Entrepreneurs: Mean = 36.49, S.D. = 2.73; Intrapreneurs: Mean = 31.33, S.D. = 3.91) but with significant variation (t-value = 3.779) at 0.05 level of significance; such motivation (AM) was found to be significantly higher

Table 7 Comparison Between Motives of Entrepreneurs Belonging to Different Type of Firms
(Results of ANOVA)

Entrepreneurial Motives	Single Owner Firm (N=80)		Private Ltd. Company/ (N=28)		Public Ltd. Company/ (N=3)		Any Other Type (N=52)		F	P (Sig.)
	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.	Mean Value	S.D.		
To Make More Money and Personal Wealth	4.19	.956	4.25	.967	4.33	.577	4.13	1.140	.083	.969
To Become Self Employed	4.21	.867	4.36	.989	4.33	.577	4.22	.902	.198	.897
To Have Personal Freedom and Independence	4.06	.972	4.14	1.079	3.67	1.528	4.13	.920	.236	.871
To Lead a More Comfortable Life	3.78	1.169	3.96	1.170	2.67	1.528	4.00	.953	4.398	.024*
To Fulfill One's Temperament and Receiving the Joy of Engaging Oneself in Entrepreneurial Activities	3.92	.965	4.29	.854	4.17	.577	4.04	.767	4.892	.019*
To Do Something New and Path Breaking	4.25	.864	4.43	.790	5.00	.000	3.87	.968	2.647	.052
To Utilize One's Talent and Capabilities	4.60	.648	4.43	.690	5.00	.000	4.70	.559	1.227	.303
To Serve the Society	3.80	.986	3.86	.803	3.33	1.155	3.65	1.229	.390	.760
To Provide More Financial Security and Comfort to One's Family	4.19	.887	4.32	.723	4.67	.577	4.52	.790	1.206	.310
To Obtain More Reputation and Status in the Society	3.75	1.131	3.64	1.367	4.00	1.000	3.74	1.096	.112	.953
To Set Standards for Achievement and then to Strive to Achieve them	4.06	.919	4.36	.559	4.33	.577	4.17	.576	1.005	.393

*. Significant at 0.05 level of significance (Table Value of F=2.6049).

Table 8 Achievement Motivation of the Entrepreneurs: Comparison Between Various Segments of Entrepreneurs

[Results of t test and ANOVA]

		Mean Value	S.D.	t Value (t Test Result)	F Value (ANOVA Result)	P (Sig.)
Over all	(N=134)	31.46	2.73	-	-	
Male Entrepreneurs	(N=109)	31.25	2.77	-.698		.486
Female Entrepreneurs	(N= 25)	31.67	2.60			
Entrepreneurs in the Age Range of 25 – 30 Years	(N= 04)	31.53	1.96			.948
Entrepreneurs in the Age Range of 30 – 35 Years	(N=19)	31.66	2.99			
Entrepreneurs in the Age Range of 35 – 40 Years	(N=54)	31.29	2.94		.121	
Entrepreneurs in the Age Range of 40 Years & Above	(N=57)	31.24	2.54			
Non-graduate Entrepreneurs	(N=14)	30.39	2.72	.	5.612	028*
Graduate Entrepreneurs	(N=51)	30.86	2.55			
Post-graduate Entrepreneurs	(N=69)	32.65	2.86			
Entrepreneurs having Family Background of Farming	(N=29)	30.91	3.02		4.419	.038*
Entrepreneurs having Family Background of Private Service	(N=20)	28.79	2.54			
Entrepreneurs having Family Background of Govt. / Public Sector Service	(N=33)	28.86	2.25			
Entrepreneurs having Family Background of Business	(N=52)	31.04	2.91			
Entrepreneurs belonging to Single Ownership Firm	(N=80)	33.21	2.64		5.896	0.043*
Entrepreneurs belonging to Private Limited Companies	(N=28)	30.94	2.97			
Entrepreneurs belonging to Other Type of Ownership	(N=26)	32.06	2.73			
Entrepreneurs belonging to IT & ITES	(N=11)	32.16	2.74		5.412	0.012*
Entrepreneurs belonging to Consultancy Services	(N=23)	30.17	3.23			
Entrepreneurs belonging to Tourism, Travel and Hospitality Services	(N=41)	32.18	2.22			
Entrepreneurs belonging to Health Care Services	(N=11)	31.96	2.60			
Entrepreneurs belonging to Education & Training Services	(N=12)	32.08	2.43			
Entrepreneurs belonging to Adverting Services	(N=15)	30.33	2.91			
Entrepreneurs belonging to other segments	(N=21)	30.85	2.87			

*. Significant at 0.05 level of significance (Table Value of F=2.6049, Table Value t = 1.96).

Table 9 Achievement Motivation of the Intrapreneurs: Comparison Between Various Segments of Intrapreneurs (Results of t Test and ANOVA)

		Mean Value	S.D.	t Value (t Test Result)	F Value (ANOVA Result)	P (Sig.)
Overall	(N=116)					
Male Intrapreneurs	(N=83)	34.42	4.28	-.336	—	.737
Female Intrapreneurs	(N=33)	34.69	2.83			
Intrapreneurs in the Age Range of 25 – 30 Years	(N=05)	31.21	3.13	—	3.865	.023*
Intrapreneurs in the Age Range of 30 – 35 Years	(N=14)	35.41	3.23			
Intrapreneurs in the Age Range of 35 – 40 Years	(N=63)	34.51	3.56			
Intrapreneurs in the Age Range of 40 Years & Above	(N=34)	34.58	4.69			
Non-graduate Intrapreneurs	(N=02)	32.18	4.27	—	3.890	.042*
Graduate Intrapreneurs	(N=34)	34.33	4.52			
Post-graduate Intrapreneurs	(N=80)	34.60	3.66			
Intrapreneurs having Family Background of Farming	(N=26)	33.85	4.78	—	.388	.762
Intrapreneurs having Family Background of Private Service	(N=34)	34.86	2.57			
Intrapreneurs having Family Background of Govt. / Public Sector Service	(N=25)	34.34	3.72			
Intrapreneurs having Family Background of Business	(N=31)	34.76	4.54			
Intrapreneurs belonging to Single Ownership Firm	(N=25)	35.10	4.06	—	.567	.638
Intrapreneurs belonging to Private Limited Companies	(N=60)	34.43	4.15			
Intrapreneurs belonging to Public Limited Companies	(N=12)	33.33	2.19			
Intrapreneurs belonging to Other Type of Ownership	(N=19)	34.66	3.85			
Intrapreneurs belonging to IT & ITES	(N=22)	35.15	3.16	—	.519	.793
Intrapreneurs belonging to Consultancy Services	(N=21)	34.36	4.17			
Intrapreneurs belonging to Tourism, Travel and Hospitality Services	(N=25)	33.97	4.41			
Intrapreneurs belonging to Health Care Services	(N=15)	35.34	3.63			
Intrapreneurs belonging to Education & Training Services	(N=12)	33.26	3.48			
Intrapreneurs belonging to Adverting Services	(N=04)	35.34	3.38			
Intrapreneurs belonging to other segments	(N=17)	34.53	4.56			

* Significant at 0.05 level of significance (Table Value of F=2.6049, Table Value t = 1.96).

among entrepreneurs than among the intrapreneurs.

Discussion & Implications

In the earlier research including Indian studies (e.g. Khanka, 2009; Murugesan & Sankaran, 2006; Mitchell, 2004; Das, 1999), it was found that entrepreneurs were primarily motivated by economic achievement, whereas in the present study such a motive was found at the sixth rank. The following three, viz., “to utilize one’s talent and capabilities”, “to set standards for achievement and then to strive to achieve them” and “to provide more financial security & comfort to family” emerged as the most important motives. “To become self-employed”, “to do something new and path-breaking”, and “to make money and personal wealth” have also been ranked in higher order. Such fundamental motives of entrepreneurs are changing gradually. However, more cross-cultural and cross-sector studies should be carried out by the future researchers to understand the changing profile of entrepreneurial motives across the cultures and across the sectors.

The findings of the study indicate that younger entrepreneurs intend “to enjoy the entrepreneurial activities” and “to utilize their talent and capabilities” than the elder entrepreneurs; but the elder entrepreneurs intend “to have personal freedom and independence” than the younger entrepreneurs. The findings also indicate that the post-graduates intend “to utilize their talent and capabilities” as well as “to do something new and path break-

ing” through their entrepreneurship as compared to graduates and non-graduates. Further, more entrepreneurs belonging to farm family background or private service intend “to obtain better reputation and status in the society from their entrepreneurial activities than all those who belong to background of business family. In the matter of such findings, rare research studies have been carried out so far. Before making broad generalization, more research studies across the cultures and across the sectors within the same culture need to be carried out.

In service sector firms in India, ‘achievement motivation’ will no longer be a differentiating factor between entrepreneurs and intrapreneurs.

Shaver and Scott (1991), in their review of literature, indicate that overall, achievement motivation is a valid predictor of entrepreneurial behavior. Johnson (1990), in his analysis of the results of twenty-three earlier studies, found a positive relationship between achievement motivation and entrepreneurship. In a study of entrepreneurs in New England and rural Florida, need for achievement was found as a personality trait that differentiated founders and non-founders of entrepreneurial firms (Babb & Babb, 1992). Such a result was found in contrast to those of Low & Macmillan (1988) which found that need for achievement was not a differentiating factor between entrepreneurs and non-entrepreneurs. However, the results of the present study revealed that both entrepreneurs and

intrapreneurs were found to have achievement motivation (AM) as moderately positive but with significant variation. Such a trend indicates that in service sector firms in India, 'achievement motivation' will no longer be a differentiating factor between entrepreneurs and intrapreneurs. The same trend may be observed in other countries too is yet to be tested. Some cross cultural studies on the issue (e.g. Hisrich, 1986; Emmeline, 1998) have also been carried out in the past. Emmeline (1998) found that "Achievement Motivation Levels" did not differ significantly between Irish and American subjects, nor did they differ significantly between men and women. However, the results of such a study indicated that there is a significant national difference in entrepreneurial intention, but not in levels of Achievement Motivation which implies that the same may not be a simple predictor of entrepreneurial intention. Taormina and Lao (2007), in their study of 337 Chinese respondents, found that 'Achievement Striving' which is similar to McClelland's (1961) "Need for Achievement" was positively and significantly correlated with motivation to start a business. Such a finding largely paralleled outcomes of earlier research indicating that 'achievement motivation' continues to be an important factor in influencing people to engage themselves in entrepreneurial endeavours.

'Achievement motivation' continues to be an important factor in influencing people to engage themselves in entrepreneurial endeavours.

Concluding Remarks

Entrepreneurial motivation and sustained entrepreneurship are viewed as much broader concepts. However, more agreement is with the proposition that entrepreneurs will be motivated to continue to behave entrepreneurially as long as they see entrepreneurship as an alternative with the highest expected outcome as proposed by Naffziger et al. (1994). A number of factors stimulate entrepreneurial behavior and the significance of specific factors changes with the change in situational and cultural contexts. More often, overlapping of various factors has combined effect in the process of influencing entrepreneurial motivation. However, Achievement Motivation continues to be the prime mover across the situational and cultural contexts. It is suggested that a country's level of entrepreneurial activities and consequent growth of the economy can be enhanced by raising the level of achievement motivation of increasing number of people, particularly the youngsters. It is expected from the government as well as from business giants including the activists of business networks that they will do their best to create hospitable climate towards entrepreneurship so as to convince people to perceive the entrepreneurship as a noble or highly esteemed activity. The founding of a venture should be perceived as a valued achievement. This is a presumption that pervades much of the earlier research including cross cultural research in the area of entrepreneurship.

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Appendix I
Entrepreneurial Motives Scale*

Instructions: Ten Statements pertaining to entrepreneurial motives are given below. Please describe your entrepreneurial motive by the way of rating on each statement using the following five point scale: Strongly Agree (5), Agree (4), Neither Agree Nor-Disagree (3), Disagree (2), Strongly Disagree (1).

1. I started my business and remain in the business because I wanted to make money and personal wealth.
2. I ventured into my business because I wanted to be self-employed.
3. I started my own firm in order to maintain my personal freedom / independence.
4. I started my business in order to lead a comfortable life.
5. I started my business because of my temperament for business and the joy which I receive by engaging myself in business activities.
6. I started my business and continue to do the same because I want to do something new and path breaking.
7. I started my business because I wanted to make best utilization of my talent and capabilities.
8. I ventured into business in order to serve the society through business.
9. I ventured into my business to provide more financial security and greater comfort to my family.
10. I started my own business venture for obtaining more reputation and status in the society/ community I live in.
11. I myself set standards as regards to my venture and then strive to achieve them.

[*Source: First five items of the above mentioned Entrepreneurial Motives Scale (EMS) were adapted from the Entrepreneurial Motivation Scale developed by Kurtako et al. (1997) ; the next five items of the scale were adapted from the Entrepreneurial Motivation Scale developed by Vijaya & Kamalanabhan (1998) and the eleventh item was developed by the authors of this paper. It is also to be noted that the five items of the scale of Kurtako et al. (1997) was extracted from research paper authored by Robinchud et al. (2001) as the same was cited therein.]

Appendix II
Achievement Motivation Scale**

Instructions: Ten Statements pertaining to entrepreneurial / intrapreneurial motives are given below. Please describe your motive by the way of rating on each statement using the following five point scale: Strongly Agree (5), Agree (4), Neither Agree Nor Disagree (3), Disagree (2), Strongly Disagree (1).

1. When my performance excels, I get excited.
2. I invest enough time and other resources in making my organization to perform better.
3. I often sacrifice personal comforts in order to take advantage of business opportunities.
4. I make serious efforts to get the best out of my business resources.
5. I feel proud in achieving good results in my business.
6. I spend a considerable amount of time analyzing my future business needs before I allocate my resources.
7. I make it a point to do something significant and meaningful at work every day.
8. I feel depressed when I do not accomplish any meaningful work.
9. I set standards for myself and then strive to achieve them.
10. I work hard for hours together to be successful in whatever I undertake.

[**Source: First eight items of the above mentioned Achievement Motivation Scale (AMS) were adapted from the Entrepreneurial Attitude Scale developed by Robinson et al. (1997) and the remaining two items of the AMS were developed by the authors of this paper.]