

**A STUDY ON UNDERSTANDING THE INFLUENCE OF ENTREPRENEURIAL
BURNOUT AND ENTREPRENEURIAL ORIENTATION ON JOB SATISFACTION
AMONG MSME ENTREPRENEURS IN NANDED DISTRICT**

**A THESIS
SUBMITTED TO THE
TILAK MAHARASHTRA VIDYAPEETH PUNE
FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY**

**In Management
Under the Board of Management Studies**



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Year (2021)**

DECLARATION

I hereby declare that the thesis entitled “**A Study on Understanding the Influence Of Entrepreneurial Burnout And Entrepreneurial Orientation On Job Satisfaction Among MSME Entrepreneurs In Nanded District**” is completed and written by me has not formed earlier the basis for the award of any degree or similar title of this or any other university or examining body. Further, I declare that I have not violated any of the provisions under Copyright and Piracy/Cyber/IPR Act amended from time to time.

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ACKNOWLEDGMENT

The work presented in this thesis would not have been possible without my close association with many people. I take this opportunity to extend my sincere gratitude and appreciation to all those who made this Ph.D. thesis possible.

First and foremost, I would like to extend my sincere gratitude to my research guide, **Dr. Pranati Tilak**, for her dedicated help, advice, inspiration, encouragement, and continuous support throughout my Ph.D. journey. A person with an amicable and positive disposition, she has always made herself available to clarify my doubts, and I consider it as an excellent opportunity to do my doctoral research under her guidance and to learn from her research expertise.

I owe a debt of gratitude to **Dr. Nitin Vaidya** for his valuable guidance, scholarly inputs, and unstinted support I received throughout the research work, his discussions, ideas, and feedback have been invaluable.

I take this opportunity to express my gratitude to **Dr. Hemant Abhyankar**, Dean -Management Department, Tilak Maharashtra Vidyapeeth, and **Dr. Sunanda Yadav-Head Ph.D. Section** for their extended help in understanding various concepts, rules, and methods useful for this thesis.

I am grateful to the entire staff of the **Department of Management** from Tilak Maharashtra Vidyapeeth for helping me and assisting me in many ways.

I am thankful to the library staff and administrative staff of Tilak Maharashtra Vidyapeeth for cooperation.

Mr. Nilesh Sangade

Abstract

The goal of this research is to deeper understand the burnout that entrepreneurs face. It will also delve into entrepreneurial orientation in micro-small-to-medium enterprise (MSMEs) entrepreneurs by further analysing individual and contextual factors that lead to burnout. From a correlational view, it was observed that MSME management-related stressors could predict burnout concerning occupational loneliness. It is also clear that the entrepreneurial orientation of the owner-manager abates this indirect relationship. Both types of burnout and the entrepreneurial orientation can impact levels of satisfaction for entrepreneurs over time.

Even though past research suggests that entrepreneurial orientation impacts the firm's ability to compete, adapt, and perform, sufficient research has not been done on its potential influence on the psychological wellbeing of entrepreneurs. Based on the upper echelons perspective, it is clear that adaptive propensity is inbuilt in entrepreneurial orientation (risk-taking, originality or innovativeness, and proactiveness). This helps not only in growing the firm but also in performing better and influencing the psychological wellbeing of entrepreneurs.

The research methodology adopted the descriptive study approach where 200 samples have been interviewed to understand their view on the variables involved into the study. The simple random sampling technique were used to make the selection of samples and various statistical techniques have been used to test the data and related hypothesis of the study.

The data analysis has yielded interesting insights from the study out of which some highlights are as the Nanded region's MSME's is dominant by male owner as compared to females. From their educational point of view, most of them are undergraduates.

Considering the setup of MSMEs in terms of its operation which is very tightly bound, organizations do not have the bandwidth for the learning and development of employees, which can help in fostering the innovation. It has been observed that there are a couple of organizations that do not have new product development on their agenda.

The way these organizations function their key stakeholders are consistently speaking to other colleagues in the industry, and they are open to new ideas and strategies to improvise their respective businesses. Being so open to new ideas and strategies, these organizations consider anything out of their scope of operations as a risky thing and do not consider it as an

opportunity, and on top of that, they expect that they are not ready to lose an opportunity which is in itself a conservative approach.

The nature of MSME's management and human resource, workforce, organizations expect their employees to scan the business environment around them, and hence they expect to take the first-mover advantage in case of to serve the unserved market at first.

Very few organizations have the capabilities and resources to respond to market conditions quickly and better control the cost as compare to their respective competition. Also, these organizations are not keen on building alliances with the pace of their competitors. On the other hand, these organizations are also not able to differentiate the way they operate from their competitors. Also, we can conclude that these organization does not assign new job role to their existing employees which might create monotony in their work, and hence it can impact productivity over the period.

Considering the market dynamics and the day to day pressure to counter the challenges makes the owners of these organizations feel tiring when they arrive to work, and due to this, they have started speaking their work in a negative fashion which is not a good sign of being in the great state since they are emotionally drained. Furthermore, they expect they should have more time to relax and rewind themselves, which they are not currently able to do it.

With all this background, they consider that their stress tolerance level has gone very high, and hence they have started to operate like a machine, which is not a good sign of a healthy business environment.

Despite these challenges when they go home, they feel energies and spending time with their near and dear ones in all leisure's which suggests that the work environment is becoming toxic, and it is essential to handle it wisely.

Few organizations have highlighted that most of the time, they have different thoughts running through their minds, which makes them feel disengage. Even if they are managing their work well but when it comes to engagement, its something altogether different.

These samples, even if few but as in total population its quite significant numbers are not happier with their work, and the work they are doing is responsible for that which suggests that they need to change, but change is something which they resist due to their rigidness.

Considering the whole conclusion, hypotheses, which leads to the conclusion that if the owners are more proactive it's because they have given high autonomy, this autonomy in work creates a competitive edge for them. However, when it comes to their mental peace, they believe that if the person is more competent, they can earn more which ultimately create a social image also this image helps them to prioritize their business task highly strategically.

The burnout aspects such as business tasks, competencies, and communication these all affect the orientation of these owners while other factors such as disengagement or exhaustion does not affect their orientation which means the quality of skills and channel and way of communication and the task orientation are essential to improvise from time to time.

Finally, we can conclude that not all aspect of entrepreneurial orientation contributes to owners job satisfaction but what can contribute is innovativeness and autonomy what we have seen earlier it is essential to keep oneself updated otherwise the satisfaction will mellow down over the period. Furthermore, if competencies deplete over time and task orientation starts missing, it will be difficult for them to be at peace since they are doing it with a passion that will ultimately ruin their satisfaction. Hence things have to be strategic in order to maintain their burnout issues, their enterprise orientation, and keeping career satisfied over the long period.

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Chapter-1: Introduction

The goal of this research is to deeper understand the burnout that entrepreneurs face. It will also delve into entrepreneurial orientation in micro-small-to-medium enterprise (MSMEs) entrepreneurs by further analyzing individual and contextual factors that lead to burnout. From a correlational view, it was observed that MSME management-related stressors could predict burnout concerning occupational loneliness. It is also clear that the entrepreneurial orientation of the owner-manager abates this indirect relationship. Both types of burnout and the entrepreneurial orientation can impact levels of satisfaction for entrepreneurs over time.

Burnout, most of the time, presented as a state of physical, emotional, and mental exhaustion (Pines & Aronson, 1988; Schaufeli & Greenglass, 2001). It is an area of significant concern since it has been commonly regarded with substantial costs for organizations (decreased amounts of job satisfaction, overall job performance, reduced creativity, and innovation) and individuals (somatic issues and cardiovascular and musculoskeletal diseases). (Demerouti, Bakker, & Leiter, 2014; Halbesleben & Buckley, 2004; Shirom, 2003). While burnout is a topic of much discussion as a psychological health issue in the workplace (Schaufeli, 2003), little research has been done on that of MSME owner-manager.

This lack of research is surprising, given how often functional features common to SMEs (multiple roles, extreme work hours, overburden, etc.) lead to the burnout of entrepreneurs.

1.1 Problem Statement

As opposed to managers of large businesses, Ang (1991) suggested that SME entrepreneurs had less extensive physical, financial, and intellectual capital, and they are also more inclined to tend to a single benefit: the firm. This level of involvement is displayed in the time and energy they devote to their jobs. While working long hours is common across most managers, the fact that excessive pressure and workload are precursors to burnout (Lee & Ashforth, 1996).

Because entrepreneurs are mainly equipped with experience in influencing as well as decision making, it seemed consequential to further research the issue by analyzing a particular decision-making characteristic: the entrepreneurial orientation.

Prior research points to the fact that loneliness accounts for a significant psychological mechanism used to explain how job stressors are correlated to SME management, and how they contribute to burnout among entrepreneurs. In order to better analyze this issue, this research examines whether entrepreneurial orientation and burnout can affect the levels of job satisfaction in entrepreneurs of MSMEs. It has also been found that MSME owners are not made aware of the strategies used to cope with work-related stress or burnout.

1.2 Scope of Research Study

The scope is restricted to entrepreneurs of MSME in MIDC of the Nanded district of Maharashtra state. The reasons for this limitation are because these employees are faced with the most work demands. Intense pressure from work, when experiences with the familial responsibilities and demands, make them vulnerable to decreased amounts of job satisfaction.

1.3 Rational & Significance of Study

Even though past research suggests that entrepreneurial orientation impacts the firm's ability to compete, adapt, and perform (Rauch, Wiklund, Lumpkin, & Frese, 2009), sufficient research has not been done on its potential influence on the psychological wellbeing of entrepreneurs. Based on the upper echelons perspective (Hambrick & Mason, 1984), it is clear that adaptive propensity is inbuilt in entrepreneurial orientation (risk-taking, originality or innovativeness, and proactiveness). This helps not only in growing the firm but also in performing better and influencing the psychological wellbeing of entrepreneurs.

The psychological wellbeing of MSME's entrepreneurs can play a significant role in job satisfaction.

Thus this research took place in untapped areas.

1.4 Research Gaps

The following research gaps have been identified from various research papers:

1. Entrepreneurial orientation plays a big part in how entrepreneurs react to relational environment and burnout. Past research suggests that a traditional orientation hampers the adaptive capacities of entrepreneurs of MSME's (Claude Ferneta, 2016)
2. It was found that burnout has a positive correlation to role stress. Similarly, a few studies concluded that burnout had a negative impact on various things, including organizational satisfaction, commitment, and perceived performance in the firm. Additionally, entrepreneurs are offered different suggestions in hopes of mediating the negative impacts of entrepreneurial burnout (C. David Shepherd, 2010).
3. Minimal research has been done on owners and managers in this field of study. The general finding is that the factors affecting the job satisfaction of owners and managers are reasonably parallel to those of regular employees.
4. Studies show that the job satisfaction of entrepreneurs and managers is not affected by role ambiguities, but is by the duration of their job (Akar and Yildirim, 2008); various factors, such as demographics (education level, age, etc.) (Ghiselli et al., 2001; Gustainiene and Endriulaitiene, 2009) and job-related issues (wages, promotion opportunities, etc.) and autonomy in regards to job (Katsikea et al., 2011) impact owners' and managers' job satisfaction. Suffice to say, many other factors like job characteristics, wages, interactions with the co-workers and superiors, and demographic features such as age also play a massive role in the job satisfaction levels of owners and managers.
5. Of interest, the job satisfaction of business owners is an even less-investigated area. Many researchers support the idea opposing this particular study, claiming that business owners experience more job satisfaction as a result of having increased freedom, especially when dealing with business-related issues (Bradley and Roberts, 2004; Taylor, 2004; Fuchs- Schundeln, 2009).

Chapter-2: Review of Literature

Introduction

The research on hand acquires a two-part process to understand how an entrepreneur's job satisfaction is affected by burnout and their orientation.

This chapter brings to light critical variables and provides insight into practical and theoretical reasoning for conducting this particular study.

2.1 Context of the Current Research

Conducting research that studies stress and coping strategies in entrepreneurs is possibly more relevant now than ever. This statement is made based on two different yet interrelated concepts. The first of these concepts is the number of people that took part in the pursuit of entrepreneurship. An estimated 388 million people are beginning to run their ventures worldwide. These numbers only keep increasing ⁽¹⁾, probably because of a combination of ⁽¹⁾ the promotion of the perceived value of entrepreneurship by governments, or ⁽²⁾ an increase in the amount programs related to entrepreneurship, usually offered by those who provide higher education ⁽²⁾ and ⁽³⁾ the way certain founders are sometimes portrayed as celebrities in popular media ⁽³⁾.

'Who is an Entrepreneur?' in the Context of the Current Research

Within the research that has been conducted around this area, it has been a complex and ongoing task to reach an agreed conclusion for the meaning of the word "entrepreneur" ⁽⁴⁾. Even though a reasonable amount of time was spent on searching for this definition, a uniform definition has not been reached ⁽⁵⁾. Moreover, it is suggested that a single type of entrepreneur is non-existent. Searching the meaning of the said word becomes even more complicated when we consider the many different domains the word is applied in. According to Audretsch, "entrepreneurship is complex and characterized by varied approaches and methodologies."

The main motive of this thesis is to operationalize the term entrepreneur as a way of creating a structure for conducting empirical research, as opposed to discovering an entrepreneur's

"actual" meaning. This study takes the approach of an “operational category”⁽⁶⁾ and defines an entrepreneur as an “active owner-manager.” This definition is parallel to that proposed in Gartner’s study, which underlines how management and ownership are central to entrepreneurship. This definition covers a variety of entrepreneurs, along with small business owners, which is similar to other literature. However, this definition does not apply to individuals that are employed by organizations as entrepreneurs.

This study aims to take an inclusive approach to the many-sided and diverse nature of individuals that work in this field. The definition realizes the number of effort owners and managers of small to medium companies (SMEs) take in operating them, and their contribution to the world’s economy. The potential for the positive impact of this study is also recognized.

A more specific definition of the term that consists of an entrepreneurial type and type of organization would make it easier to incorporate research and understandings for policymakers, practitioners, and entrepreneurs themselves⁽⁷⁾. Nonetheless, a broader definition is used as a result of the disagreement about who is qualified to be called an entrepreneur. According to Audretsch, “constricting the field [of entrepreneurship research] may be the wrong approach.” The next section presents a practical rationale for investigating stress and coping in entrepreneurs.

2.2 Entrepreneurial Stress

Real-World Problems:

Adding to the previous section – which shed some light on the negative impacts of stress on an individual – this part of the study creates a profile of the possible damaging effects of stress on an entrepreneur, as well as its indirect effects on society. This section concludes by trying to conclude whether or not stress acts as a problem in the lives of entrepreneurs and how much importance they give stress management and intervention programs.

The possible consequence of stress on an entrepreneur’s venture and society:

The previous research done in this area suggests that an employee’s performance plays a significant role in the success of their venture⁽⁸⁾. Similarly, it is not unreasonable to hold the view that the negative impact of stress on health is also, in turn, likely to impact the success⁽⁹⁾. For example, the strain on an individual may hinder their ability to appropriately understand

information, which could result in poor decision making. Moreover, in an attempt to relieve stress, an entrepreneur may disengage from their venture, which would most likely limit their ability to meet demands on all levels ⁽¹⁰⁾.

The fact that entrepreneurs lack knowledge of coping mechanisms that are required to deal with the stresses of an entrepreneur could be a reason for such failures.

Concerning the societal consequences, entrepreneurs are viewed as some of the central drivers of economic growth because of the role they play in reducing unemployment, steadying the flow of goods and services, and working on the betterment of social welfare in general ⁽¹¹⁾. The implications of stress from the economic aspect include loss of jobs for those unemployed entrepreneurs. Between 2006 and 2011, Hendrickson et al. found that approximately 1.44 million full-time equivalents (FTE) jobs were added to the Australian economy via start-up activity (2015). decreased revenue, demands on health and social welfare systems, and decreased levels of customer service, creativity, innovation, and performance are just a few other implications of the stress they face ⁽¹²⁾.

It could be agreed that stress and coping are two topics that have yet to be studied extensively in an occupational context. While acknowledging this, the focus of this paper is, particularly on entrepreneurs. As mentioned above, the decision to focus on entrepreneurs was motivated by (a) a limited understanding of the stress-strain process in entrepreneurs, and (b) the considerable costs of stress to entrepreneurs, their venture(s), and society. Furthermore, the decision to focus on entrepreneurs is the increasing number of individuals wanting to become them ⁽¹³⁾, as well as the distinctive characteristics that this occupation has (e.g., self-employment versus organizational/salaried employment).

2.3 Stress management: Acknowledging and prioritizing

Employees undergoing stress-management training in large organizations is common (e.g., short-duration stress awareness workshops and generalized stress management techniques) ⁽¹⁴⁾. However, attending and accessing these training programs may be impractical because of absence from conventional corporate environments in which said programs are usually implicated ⁽¹⁵⁾. Moreover, stress management programs that are designed to address stressors related to organizational programs may not be suitable for those experienced by employees in different occupational groups ⁽¹⁶⁾. Even though prior research dating back to the 1980s ⁽¹⁷⁾ has

acknowledged the need to implement programs that would reduce stress for entrepreneurs, a lack of empirical research continues to exist.

It may be difficult for entrepreneurs to keep up with daily tasks as well as allocate time for stress management programs, which in turn may lead to the regression of their ventures. Additionally, the individual may not be able to dedicate other resources such as time and money in support of such programs. Entrepreneurs also tend to be hesitant in accepting the amount of strain and pressure they are under around other people ⁽¹⁸⁾. There are many reasons for this.

The most popular reason for not being able to own up to pressure is the “badge of honor” that supposedly comes with being able to successfully and independently deal with it. This keeps individuals from seeking help from family members, colleagues, and friends in fear of being labeled weak or incapable.

Secondly, in the context of entrepreneurship, stress has been viewed as possibly motivating. This view is supported by research that shows entrepreneurs often believe stress to be a significant driver of success ⁽¹⁹⁾. They may not feel it appropriate to discuss the stress they face at work because of the possibility of letting too much information on and putting in danger the privacy of their venture ⁽²⁰⁾.

An entrepreneur’s preference of not wanting to confide in their friends and family is what keeps them from seeking much-needed help ⁽²¹⁾. This has implications for practitioners (i.e., psychologists, counselors, etc.) in regards to engaging in an occupational group of people that have similar interests due to the universal nature of their work, and the common preference for self-directed coping ⁽²²⁾. If privacy concerns motivate an entrepreneur’s reluctance to talk about stress, it may present an opportunity for practitioners to provide a unique environment, free from judgment or consequence, where entrepreneurs can be assisted in developing coping skills. Professional support may help in providing the anonymity and objectivity needed to push entrepreneurs to discuss their concerns about stress openly. Research suggests that in order to make professional support more appealing, the health benefits and financial rewards that come with stress management should be promoted through coping-related education programs.

In summary, this section highlighted potential implications associated with costs of stress to an entrepreneurs’ venture and the broader costs incurred by society

The next section discusses the theoretical problems in the literature on occupational stress in entrepreneurs, specifically, the practice of adopting current conceptualizations of stress and coping in an entrepreneurship context. Addressing these problems may advance research.

2.4 Theoretical Problems

The current understanding of occupational stress has been formed mostly by deriving theoretical assumptions adopted from investigating stress in organizational employees ⁽²³⁾. Because research on occupational stress is still in its early ages, however, sufficient information has not been found in context to variables of the stressors – strain is a good fit for entrepreneurs.

Research studies that outline the roles stress management will benefit in developing a general framework, and will also lead to further understanding of stress and coping in the entrepreneurial area ⁽²⁴⁾.

While this domain has benefited from the application of theories from other areas, this kind of approach is seldom applied with consideration of the non-uniformity between the two areas ⁽²⁵⁾.

A major concern reported by those who research stress in this field is the “lack of grounded research frameworks” ⁽²⁶⁾. It becomes clear that developing a theory relevant to entrepreneurs has proven difficult. Applying the theoretical assumptions obtained from other researches among organizational employees is taxing, especially since the two are different populations ⁽²⁸⁾.

1. Entrepreneurs as a unique occupational group:

Entrepreneurs have been considered a unique occupational group for a long time ⁽²⁸⁾. A few of the characteristics particular to entrepreneurs include their financial and emotional investment, risk-taking propensity, and taking full responsibility for the process of venture creation ⁽²⁹⁾.

Entrepreneurs usually work in isolation with restricted support from colleagues, work extra hours, experience difficulty in finding the balance between work and family time, experience lower accomplishment, and tend to work in conditions of uncertainty ⁽³⁰⁾.

Entrepreneurs' salaries also tend to be lower than those working in similar fields; they will most probably take up jobs outside of their companies in order to support their beginning

phases⁽³¹⁾. Buttner (1992) found that entrepreneurs usually do not have the resources (such as human and financial) that larger organizations do, and thus may be required to fulfill many different roles.

Buttner (1992) suggested that the unique essence of entrepreneurship and its stressors are the reason research needs to be extended beyond managerial stress. Patzelt and Shepherd (2011) suggest that the process of stress turning into strain for employees might be different from that of self-employed people. Contrary, other studies found that entrepreneurs may be better prepared to deal with stress psychologically as opposed to managers, because of their general characteristics such as high internal locus of control⁽³²⁾.

It is not unreasonable to assume that characteristics commonly observed among entrepreneurs may influence the stress-strain process. The aim of the current research was not to investigate whether entrepreneurs cope using different strategies compared to other occupational groups, but rather focus was on investigating what parts of coping in entrepreneurs are linked to predicting strain.

The next section discusses findings regarding entrepreneurs' and non-entrepreneurs' levels of stress.

2. Stress levels in entrepreneurs:

Studies done on the levels of stress in entrepreneurs are mostly derived from others that researched similar levels of stress between entrepreneurs and organizational employees. These findings are inconsistent. Some researches have shown that entrepreneurs report increased levels of wellbeing and decreased levels of stress⁽³³⁾. In contrast, a couple of others found that entrepreneurs have it worse than organizational employees⁽³⁴⁾. The remaining finds no difference between the two types⁽³⁵⁾.

A reason for the variance in research may be that the existing measures of stress are not applicable for entrepreneurs since they are mainly derived from organizational research. Recent research done on the conceptualization and measurement of stressors particular to entrepreneurs shows that current measures for job-related stress do not sufficiently calculate the nature of stressors in entrepreneurs⁽³⁶⁾. Most of the current measures did not include many of the sources that are known to cause stress among entrepreneurs. Additionally, some of the items on the scale seemed to be completely irrelevant. As a result, using the current scales

would produce inaccurate results. These findings highlight earlier suggestions that entrepreneurs might face stressors salaried managers face, in addition to their own unique set of stressors ⁽³⁷⁾. Recent studies that attempted to capture entrepreneur-specific job demands found that traditional measures of stress lacked in regards to entrepreneurship ⁽³⁸⁾. Such findings have sped up the process of the development of stress measures for entrepreneurs. The Entrepreneurial Job Demands Scale (EJDS), for example, was developed using data from a sample of 291 Dutch entrepreneurs. However, EJDS was valid in the Netherlands only, at the time of development.

In summary, this section presented the theoretical problems associated with stress and coping in entrepreneurs. The key points discussed included the idea that entrepreneurs are a unique occupational group who experience unique stressors, and therefore, characteristics unique to entrepreneurs should be considered independently. The following section introduces an individual difference in the variable of interest in this study: trait time perspective – a trait related to temporal perspective. It is argued that this variable is considered when investigating stress and coping in entrepreneurs.

2.5 Entrepreneurial Orientation

The development of the orientation of entrepreneurship is a demonstration of the idea that it is an example of enterprise behavior ⁽³⁹⁾. The conception of entrepreneurship as enterprise behavior has been a significant development in the entrepreneurial literature, according to Coulthard (2007). According to Levesque and Minniti (2006, p. 178), for the enterprise behavior that occurs within the entrepreneurial context, the relative importance of the triggers depends on contextual circumstances. The consideration of literature relating to entrepreneurial orientation is reviewed in the following section. Entrepreneurial orientation and its five component dimensions: innovativeness, autonomy, proactiveness, competitive aggressiveness, and risk-taking propensity ⁽⁴⁰⁾ are explored below.

This study takes the form of a review according to the following structure: A brief summary of the conception of entrepreneurship and entrepreneurial orientation offered in the introduction chapter is first offered below; a consideration of the relationship between total entrepreneurial orientation as a construct, and the dimensions of entrepreneurial orientation that make up entrepreneurial orientation; a review of the literature relating to the individual entrepreneurial

orientation dimensions; an exploration of theory relating to the dimensions of entrepreneurial performance.

Entrepreneurship as Relating to Entrepreneurial Orientation

In order to successfully understand the theoretical context of entrepreneurial orientation, a summary of the relationship between entrepreneurial orientation and entrepreneurship is necessary. According to Shane, entrepreneurship is defined as the pursuit of opportunity. In comparison to this, Lumpkin and Dess describe entrepreneurial orientation as the dimensions of business behavior, which is a capacity consisting of proactiveness, innovativeness, aggressiveness, flexibility, and risk-taking.

The said process is considered analogous to the “how” of entrepreneurship, a learnable orientation as offered by Stevenson and Jarillo. The use of an entrepreneurial orientation construct is undertaken in order to resolve certain contradictions apparent in the attempts of operationalizing entrepreneurial behavior, especially the measurement of contribution from an entrepreneur as firm behavior to performance⁽⁴¹⁾. The fact that many scholars find that critical characteristics are not evident in different individuals described as entrepreneurial is an example of contradiction⁽⁴²⁾.

Lumpkin and Dess claim that “any organization that has a successful blend of autonomy, creativity, risk-taking, proactivity, competitiveness is business.” Similarly, Miller suggests that “the process by which organizations renew themselves and their markets by pioneering, innovation and risk-taking” . It is this idea that Lumpkin and Dess developed into the larger construct through the inclusion of autonomy and competitive aggressiveness.

Entrepreneurship is characterized by certain aspects that are related to the pursuit of opportunity or its association with individuals or enterprises (in other words, an entrepreneurial orientation). Entrepreneurial orientation is thus understood as the process of seizing an opportunity along the defined dimensions. It supports the idea that Jantunen put forth – “opportunity recognition in new markets.” This refers "to the procedures, methods, and decision-making behaviors" that lead, according to Lumpkin, to the essential act of entrepreneurship that includes expectations and behavior.

As Stevenson and Jarillo stated, entrepreneurial characteristics are viewed as behavioral skills and endowments that can perhaps be learned, specifically in regards to their idea of the “how”

of entrepreneurship. For the scholars mentioned above, conceptions of entrepreneurship might be considered by three dimensions that relate to three questions: the “why,” the “how,” and the “what,” relating to psychology and sociology, management, and economics. Entrepreneurial orientation may be developed like that envisioned by Stevenson and Jarillo in the domain of management.

The importance of the “why” dimension is so because it pertains to entrepreneurial motivation. Even though the motivational dimension itself lies beyond the scope of this work, it is, to no small extent, theoretically related.

The pursuit of opportunity, in this context, is considered a big part of entrepreneurship by Stevenson and Jarillo. This strongly correlated with the conception of entrepreneurial orientation in a way that the five dimensions are taken to contribute to the process of pursuing and seizing opportunity along different dimensions ⁽⁴³⁾. Entrepreneurship is defined by what they do; this is taken to reflect the characteristics and motivations of individuals.

Apparent to the findings by Lumpkin and Dess and Stevenson and Jarillo, it can be said that the dimensions of entrepreneurial orientation are behavioral processes that are amenable to development and learning. They are further associated with differing levels of educational or learning-related contextual factors. In the sections below are considerations for entrepreneurial orientation.

2.6 Reviewing Entrepreneurial Burnout

Entrepreneurial Burnout

A study by Zackarakis argued that venture failure is often attributable to the entrepreneurs themselves. While the positive aspects of engaging in entrepreneurship are often lauded (financial rewards, autonomy, personal achievement, etc.), the pursuit may also result in negative consequences for the individual, the venture, and even the host business ⁽⁴⁴⁾. In order to be an active entrepreneur, an individual must be able to cope with the pressures that arise along with entrepreneurial opportunities, all the while maintaining a balance between work and personal life. While appropriate amounts of stress may work in favor of an entrepreneur’s performance enhancement, relentless stress may lead to a host of adverse physical and psychological outcomes, including hypertension and arteriosclerosis, burnout, and ultimately

the failure of the organization. For an entrepreneur, the product, method, strategy, environment, or business proposal's demands to innovation; consistently high rates of financial and social risk; and the need to be vigilant over time with product development and strategy ⁽⁴⁷⁾ will take their toll.

What is burnout?

Initially developed by a psychoanalyst, the term “burnout” was described as a series of behaviors that he observed in his co-workers (cynicism, negativism, unhappiness, boredom, and so on) at a clinic in New York City. Extensive research focusing on burnout in professions ranging from social work to nursing to law enforcement and so on has been done over the past three decades. A standard definition defines burnout as a condition of emotional exhaustion, deterioration, and a diminished sense of personal accomplishment, which can occur in people who work with people.

Being emotionally (or sometimes physically) overwhelmed by the tasks put forth by other people is the most common definition of emotional exhaustion ⁽⁴⁵⁾. Maslach best described it while comparing it to the feeling of “being used up” (1982). Dysfunctional traits such as apathy, cynicism, or feelings of helplessness are typically considered characteristics of emotional exhaustion. Through depersonalization, a shift in attitude from optimistic and loving to pessimistic and callous is universal. A perceived reduction in competency feelings and successful job accomplishment is what has decreased personal achievement by most labels. Most agree that the relationship between all the components mentioned above contributes to the burnout syndrome. However, the generally accepted view is that emotional exhaustion is the first contributing factor, as shown in the figure below. Emotional exhaustion is followed by depersonalization, and finally, feelings of low personal accomplishment.

Burnout: Definitions and Key Concepts

Burnout was initially described as a "syndrome of support professions, inability to adjust the intervener to a level of continuous emotional stress induced by the working environment," as a state of total exhaustion. In the context of clinical exercise, this fatigue is thought to be a consequence of the overuse of personal resources and energy. This exertion is evident in the failure/deliberation of a person. In 1980, Freudenberger assimilated "a state of chronic fatigue,

depression, and dissatisfaction caused by a commitment to a cause, lifestyle, or relationship that does not yield the desired rewards and ultimately reduces work participation and fulfillment.

Common Sources of Burnout

Sources of burnout can be either internal factors or external factors involved in its development and creation.

Internal Factors Involved in the Development of Burnout

The previous definition of burnout (which stated that it is the result of a persisted negative entrepreneurial stress state) can be used to draw the conclusion that it is the consequence of interactions in the ‘entrepreneur- environment’ ⁽⁴⁶⁾. This is mainly caused by the individual’s inability to deal with the stressors that they face in their professional circle/life.

Thus, the sources of entrepreneurial burnout are those linked to stress. They can be either related to the entrepreneur and the entrepreneurial team, or to a project or environment.

Given below are some of the most frequently cited sources.

Research in this area largely focuses on external contributing factors. Various studies have been done with an emphasis on different characteristics of each entrepreneur that may lead to the development of burnout. This area of unique characteristics still requires deeper research to be done. However, a conclusion that can be made is the individual themselves plays a key role in the development of said strain ⁽⁴⁷⁾. An entrepreneur’s individual characteristics also play a crucial role in the acquisition, implementation, and control of the portfolio of skills that are essential for the development of the entrepreneurial process.

Lack of Key Resources

The collection, arrangement, and selection of main resources represent an essential precondition required for the implementation and development of a new venture ⁽⁴⁸⁾. Resources reduce the job pressures and psychological and physical costs, along with reducing the resource constraints at work, stimulating development and personal achievement, and/or profiting from motivational potential. Financial, social, and informational are the three kinds of key resources that have been identified by Omarane (2015). There seems to be a lack of these among entrepreneurs. This limited access to resources could impede hiring, payment of employees,

production of market goods and services, meeting the bankers' and share-holders' requirements, expenditure coverage, and so on.

Additionally, the risk of failure and stress is higher for the entrepreneurs who have no sufficient information about the market, potential competitors, legal issues, strategies to deal with legal issues, and more. Similarly, the shortage of social resources (manifested through the fragility of the entrepreneur's social networks) can be noticed in the absence of customers, suppliers, and social partners who could impede entrepreneurship. Insufficient access to these resources could trigger a state of entrepreneurial stress⁽⁴⁹⁾. A few studies highlighted the idea that burnout could be considered as a process of resource loss, accordingly with the conservation of the resources theory⁽⁵⁰⁾. Similarly, Hobfoll (2001) showed from his studies that the continued loss of resources, particularly after a great deal of resource investment in work, leads to the entrepreneurial burnout.

Skills Deficit

The acquisition and development of specific skills enable the entrepreneur to achieve an entrepreneurial project and/ or to ensure the effective management of a new venture⁽⁵¹⁾. It has been found that these skills are required in order to maintain the competitiveness, sustainability, and development of the entrepreneurial project. These resources represent a source of sustainable strategic advantages⁽⁵²⁾. There are basically four types of key entrepreneurial skills that is needed to be distinguished. The first of these is cognitive skills, searching, sorting, selection of information, comparison, evaluation, and synthesis of information by developing solutions to complex problems, and so on. Next are social skills, social persuasion, emotional intelligence, behavioral flexibility, self-efficacy, social perception, impression management, and so on. The third set of skills is action-oriented, using time and resources efficiently, self-assessment, flexibility, initiative, developing plans of action, choosing a direction, accountability, and more. Lastly, management skills are equally needed; financial, accounting, and administrative management.

Many studies find that a lack of skills is one of the highest contributing factors to entrepreneurial failure⁽⁵³⁾. The fear of failure, however, is equally important in regards to causing stress⁽⁵⁴⁾. Therefore, insufficient skills (such as negative affectivity and neuroticism) are at the beginning of the list of burnout-contributors⁽⁵⁵⁾. Another study added that low adaptive capacity (derived from low self-esteem, low self-efficacy, and low autonomous

motivation) makes entrepreneurs more emotionally responsive to events and situations leading to burnout ⁽⁵⁶⁾.

Neuroticism refers to people who tend to show negative emotional states (such as hostility, anxiety, depression, guilt, low self-esteem, tension, irrationality, shyness, mood disturbance, sadness, embarrassment, shame, vulnerability, and disgust) regularly. People who display this kind of behavior often have irrational thoughts, engage in impulsive behavior, and apply bad strategies in an attempt to cope with stressful situations ⁽⁵⁷⁾. Hence, they may display high levels of emotional exhaustion ⁽⁵⁸⁾. A study done in 2009 suggested that neuroticism increases emotional exhaustion and depersonalization, and therefore the propensity to be exposed to burnout (Kim et al.) Similarly, Bühler and Land (2003) state that people with a high level of neuroticism have high scores of emotional exhaustion and depersonalization. It is evident through much research that people who also have negative affectivity are more affected by the weight of organizational stressors, which increases the likelihood of burnout development ⁽⁵⁹⁾.

External Factors Involved in Burnout

The business-related burnout causes are primarily connected to the corporate environment, the risks faced by everyday management of the company as well as the stress in roles played by the entrepreneur.

Tension and Ambiguity of Roles

An individual must meet different expectations that are explicitly formulated for them, and are reflected in terms of stressors that take the form of role-duplication, along with finding their origin in the professional sphere. These stressors are part of the business world ⁽⁶⁰⁾. They are associated with rising levels of emotional exhaustion and entrepreneurial burnout. Adding to this, stressors may also contribute to the encouraging of absenteeism and performance decline ⁽⁶¹⁾. Being regarded as the major accelerating factor of emotional exhaustion and generators of entrepreneurial resource exhaustion, the tensions of roles affect the health – especially the mental health – of an entrepreneur.

These factors also lead to the development of unproductive behavior during the entrepreneurial process ⁽⁶²⁾. Other causes for burnout include heavy workload, ambiguity, and conflicts of roles. Similarly, studies were undertaken by Shepherd et al. (2010), Upadyaya et al. (2016), as well as Leiter and Maslach (2016), emphasized the role of specific factors such as work overload,

ambiguity, and conflicts of roles in the development of burnout by acting on its three components.

Being characterized by the failure to achieve (on time) the expectations of the entrepreneur, the role overload is reflected by their professional commitment and associated with the lack of social and, particularly, personal support ⁽⁶²⁾.

In situations where an individual is required to perform qualitatively (precision, accuracy, and required vigilance) and quantitatively (workload, the pressure, the mass of information to deal with, and so on) exceed his/her strengths and capabilities, a role overload occurs ⁽⁶³⁾. This overload and stressors from the job put together can cause emotional exhaustion and burnout ⁽⁶⁴⁾.

The role ambiguity is generated by unclear and/or unrealistic expectations that are a result of the lack of information, whereas conflicts of roles are a consequence of simultaneous and incompatible role requests ⁽⁶⁵⁾. When an individual faces simultaneous and inconsistent requests, the role conflict arises.

During the initial (and crucial) stages of a newly-created company, the entrepreneur is at the crossroads of all the professional activities and must be present on all fronts. They consistently put themselves through the stress of balancing work and personal life. The responsibilities at work include dealing with several functions such as human resource, administrative, financial, and business, and supplies management ⁽⁵⁶⁾. Furthermore, they must enhance their attention on all the aspects of the company's life; bear own decisions, negotiations, risks, and choices; efficiently manage time; resolve unfamiliar managerial, economic, and legal problems. The entrepreneur can lead to burnout due to these factors at home.

Role conflicts can be a source of stress and result in reduced work-satisfaction⁽⁶⁶⁾. Likewise, Buttner (1992) states that the role of ambiguity is a source of entrepreneurial stress. Faced with roles' tensions, the entrepreneur does not have a sufficient amount of time to do his/her job properly, and therefore, is stressed about not completing all of their tasks. The lack of time, inability to manage time, and the inability to cope with the accumulation of several requirements all contribute to burnout.

The Entrepreneurial Process as a Stress-Generator Phenomenon

The entrepreneurial process is defined as a complex process of dynamic, additive, and cumulative learning of the different entrepreneurial skills. The importance of these skills varies from phase to phase ⁽⁶⁷⁾. Being increasingly engulfed by high responsibility tasks, and duties entrepreneurs are struggling to keep up with the work and the market pace and to meet the demands of customers and suppliers with different rationales.

An entrepreneur puts all their time and effort into the design, production, and evolution of their project. Thus, it is easy to understand why a failure in success could have a deep impact. Developing an entrepreneurial process involves engaging oneself again in the same physically and mentally hazardous working environment (as a result of disappointment, hazard, mourning, etc.).

Entrepreneurship is physically and mentally demanding because they are often torn between the demands of their profession and their ability to get adapted ⁽⁶⁸⁾. Pathogenic situations, risks, long working hours, and a sense of insecurity and loneliness can all contribute to stress, and further, to burnout ⁽⁶⁹⁾. Loneliness is a common response to job stressors. This is due to the fact they invest heavily in their work and must cope with job stressors, all while their interpersonal detachment takes the form of professional isolation ⁽⁵⁶⁾.

Work-related stress is the main concern for business executives ⁽⁷⁰⁾. This increase in research is justified by the increasing prevalence of disorders that are associated with it ⁽⁷¹⁾.

Some entrepreneurs are in false predictions that stress is necessary and can lead to better benefits as it enables them to take on the challenges, make themselves creative, and to be in the competition. So it can be concluded that stress can also lead to positive conditions. For most entrepreneurs, stress is paralyzing because it leads to burnout, loneliness, withdrawal, isolation and syndromes of failure that affect their physical and mental conditions. It is a psychological condition of distress that affects both the entrepreneur and his new business. ⁽⁷²⁾. More often than not, it is a result of the complex process of entrepreneurial creation ⁽⁷³⁾. Generally, the presumption is that what is known as negative stress when talking about burnout. Therefore, problems arise if an entrepreneur suffers from negative stress.

Risks Perceived by Entrepreneurs and Its Management

The entrepreneur is exposed to massive details, different restrictions, complicated circumstances and complicated issues, which could hinder the management of his businesses

every day, almost always. In today's day, an entrepreneur has difficulties keeping up with technological developments, work meetings, and staff management. They bear a permanent heavy work burden.

They are also subject to bearing the risks that are linked to their companies. Among these risks are financial (convention not signed), legal risks (underestimated needs: delayed recipes, regulations and so on), those pertaining to the task execution (accounting errors and so on), security (leakage or loss of data) or any other risks (lack of customers, poor strategy, insufficient skills, unmanaged delivery, improper management, ill-defined contract documents, ill-managed purchase orders, non-achievable planning and so on). Managing all of these risks is one of the main challenges of entrepreneurship, which makes it a key source of burnout.

2.7 The Organizational Climate

This literature gives a high degree of importance to the corporate climate by helping to develop behaviors of individuals (for example, commitment/work satisfaction). These are structured as an intrinsic and detailed understanding of the organizational system's characteristics. In 2005, a study suggested that hard work by workers and the desire and motivation to meet the goals were the main aspects of the organization's environment.⁽⁷⁴⁾ Though the organizational climate is an interesting topic of research in this field, not many studies have explored it⁽⁷⁵⁾. Entrepreneurs are exposed to various pressures, which are sources of stress. These stressors are most commonly associated with change, the need for success, the need to resolve problems, and follow through with tasks, resource acquisition, and so on⁽⁷⁶⁾. Another study done in 2010 found that stress pressures may increase emotional exhaustion and further lead to burnout⁽⁵⁸⁾.

The Source of Burnout-Business Environment

The sources of burnout related to the business environment are mainly those related to the complexity of relationships with collaborators, as well as the uncertainty about the company's future.

Relationship Complexity with the Various Collaborators

An entrepreneur often takes on the roles of negotiating with customers, suppliers, bankers, partners, and more. Such negotiating is quite complex and difficult. The individual may take up to many weeks or months to convince the various shareholders of the feasibility and

profitability of the business, from idea to product. As an entrepreneur, an individual must accept that he/she will have to engage in communication and interaction, which may not always be pleasant. They often deal with all their relationships with their professional entourage in a challenging manner. Relationships with others can be an important source of stress for entrepreneurs ⁽⁷⁷⁾. Leiter and Day (2013), and also Leiter and Maslach (2016), suggested that social relationships at work (especially those related to supervisor and co-worker incivility – leading to uncivil behaviors) could be an explanatory factor of burnout.

Uncertainty about the Company's Future

Novice entrepreneurs undergo severe stress when they start their businesses because they find themselves in a new environment of which they have to understand operating codes and modes. Due to their status, the entrepreneur has to alleviate all difficulties in order to be vigilant, adjust to the situation under all circumstances, and reassure and lead employees. Hence, unforeseen situations are a common cause of burnout. Similarly, complexities prohibit companies from creating predictions and pose challenges in responding to the innovation or in forecasting into the future. The stresses and business burnout are triggered by uncertainty and contingencies, especially over the first years of project development ⁽⁷⁸⁾.

The Entrepreneurial Burnout Consequences

When these various sources of burnout incur, they pose a danger for the entrepreneur's health as well as the wellbeing of their company. They also cause disturbances in concentration and prevent from thought progression required for day-to-day work. Burnout is a range of negative psychological, behavioral, and social consequences. Multiple studies highlighted the effects of burnout on an individual's health, as well as the causal relationship between burnout, the emergence of several symptoms (cynicism, anxiety, depressive behavior and so on), the poor quality of work, and managerial failure

The Impact on Psychology

Some of these include cynicism and withdrawal from work ⁽⁷⁹⁾, or disorders associated with anxiety and depressive behavior, driving them toward suicide ⁽⁸⁰⁾. A decline in job satisfaction ⁽⁸¹⁾, sleep disturbance, ⁽⁸²⁾ irritability, lack of concentration ⁽⁸³⁾, insomnia ⁽⁸⁴⁾ and depression can lead to suicide as well as the emergence of several symptoms showing signs of mood disorders ⁽⁸⁵⁾. Through the pursuit of the ideal, burnout generates a feeling of failure and dissatisfaction

⁽⁵⁶⁾. According to Truchot (2004), burnout is considered to be a lower tolerance for frustration, aggressiveness, lower self-esteem, sadness, and anxiety.

The Physiological Consequences

The physical and mental problems are mainly related to headaches, gastric disorders, muscle fatigue and strain, high blood pressure, diabetes, colds, and sleeping problems ⁽⁷⁹⁾, cardiovascular and musculoskeletal diseases, ulcers, psychosomatic symptoms ⁽⁸⁶⁾, a decline in the level of the mental health and the psychological well-being ⁽⁸⁷⁾.

The Behavioural Implications

Behavioral implications are reflected into absenteeism or double presenteeism ⁽⁷⁴⁾, the emergence of sexual problems, a few addictions (such as tobacco, alcohol, tranquilizers, drugs, etc.) ⁽⁸⁰⁾, a poor quality of work, performance, withdrawal behavior ⁽⁸⁷⁾, the abandonment of the position, the institution or the job ⁽⁸⁸⁾, a greater intention to leave one's job, an increase in absenteeism ⁽⁸⁹⁾ and lower productivity ⁽⁹⁰⁾. Burnout is a major cause of lack of rigor and self-affirmation, disinvestment in the workplace, and even professional errors ⁽⁹¹⁾. It also creates cynical attitudes at work ⁽⁸⁸⁾ and lower sporting activity ⁽⁹²⁾.

Social Consequences of Entrepreneurial Burnout

Consequences in a social context refer to a negative effect on the personal and professional life (family, interactions with colleagues and employees, the future of the business, etc.), which is reflected in the genesis of important personal conflicts and reversal of tasks at work ⁽⁷⁹⁾, a poor relationship between the individual and their entourage, especially on their family.

Mitigating Entrepreneurial Burnout

Burnout relies on the combinational impact of several personal and organizational influences ⁽⁹⁴⁾. Since these factors affect burnout by obliterating, further analysis of them seems important to raise awareness among entrepreneurs about their significance.

Understanding these precursors is a comparatively easy way to fight entrepreneurial burnout, which in turn could help entrepreneurs maintain the good health of themselves and their companies. In this respect, the specific burnout determinants linked to its three components – emotional exhaustion, depersonalization and the reduction of personal achievement – are taken into consideration

Individual factors related to the entrepreneur, as well as other associated with partners in the organization, can play a significant role in the fight against the entrepreneurial burnout. In what follows, we present the salient ones in the newly incurred research in this direction.

Individual Factors to Combat and Prevent the Entrepreneurial Burnout

Among the socio-personal skills mentioned in the field of entrepreneurship, the most commonly mentioned are extraversion, self-esteem, social-emotional intelligence, and self-efficacy. Extraversion is a personal socio skill characterizing the action and outward-oriented people boosted by interaction, optimistic, easy to know, ambitious, sociable, and who tend to get the conversation started and seek social contacts and new situations.

Most of the times, extraversion is negatively correlated with burnout, but statistically linked to emotional exhaustion ⁽⁹⁵⁾. In a similar manner, a few scholars find that extraversion is a stable predictor of emotional and professional exhaustion ⁽⁹⁶⁾ Extraverts tend to be optimistic about the future and, therefore, have lower levels of emotional exhaustion ⁽⁵⁸⁾. Self-esteem is a personal competency that could also counter burnout. It involves self-assessment is a positive way. People with a satisfactory level of self-esteem tend to create, change and renew more reliable and accurate self-assessment to contribute to the development of their well-being and quality of life ⁽⁹⁷⁾. Their satisfaction will facilitate their resilience and behavioral plasticity, enabling them to tackle difficulties that can affect their jobs ⁽⁵⁶⁾. Two studies were done in 1991, and 1999 found that self-esteem is negatively correlated with the three dimensions of burnout by the fact that individuals with low self-esteem are less efficient in the management of their interpersonal relationships ⁽⁹⁸⁾.

Self-efficacy might also reduce burnout to some degree ⁽⁵⁰⁾. This is an individual's belief about how well they think they can perform the tasks required of them. In this field of work, self-efficacy reflects an entrepreneur's ability to gain confidence in the skills needed to manage business opportunities ⁽⁹⁹⁾. Because it is related to emotions, it can be affirmed that self-efficacy is parallel to emotional-efficacy. Individuals with a high level of emotional self-efficacy show fewer symptoms of emotional exhaustion, a loss of performance at work, and depersonalization ⁽¹⁰⁰⁾.

Lastly, social-emotional intelligence refers to one's ability to maintain harmonious relationships with others, namely to motivate, demonstrate perseverance despite difficulties, influence the emotions of others, control one's emotions in relation to others and develop interpersonal relationships. In today's world, it is a necessary skill because it allows them to

take initiatives, increase efficiency, persuade, lead work teams, maintain emotional balance, and facilitate interactions with others.

This social competence could affect the ability of individuals to adapt to the contextual constraints of their work ⁽¹⁰¹⁾ while reducing the level of burnout. As a matter of fact, multiple studies present that emotional intelligence and the three symptoms of burnout discussed above are negatively correlated among teachers ⁽¹⁰²⁾, nurses, ⁽¹⁰³⁾ and physicians ⁽¹⁰⁴⁾. Another study done in 2011 emphasized that emotional intelligence and the symptoms of emotional exhaustion have a negative relationship among superstore employees ⁽¹⁰⁵⁾. Gendron (2007) posed the importance of emotional competencies in the sound management of stress at work.

Organizational Factors to Prevent Entrepreneurial Burnout

Organizational determinants can counter entrepreneurial burnout (social support, job satisfaction, etc.). Social support from colleagues, friends, or family members is an important element in the struggle against stress and burnout. The many different kinds of support include material/financial support (grants and aids), logistics (incubators), informational support (advice, proposals, obtaining the awareness of change, etc.), and emotional support (manifestation of positive emotions, feelings of reinsurance, protection, and comfort). Supporting this view, Öge et al. (2018) proposed that paternalistic leadership – through increasing work engagement – decreases the workplace loneliness and work-family conflict levels. In turn, it contributes to alleviating burnout.

When individual fear that a particular situation's requirements exceed his resources and abilities, these incentives will strengthen their self-confidence ⁽¹⁰⁶⁾. Social networks, in this context, play a crucial role in maintaining social support to mitigate the burnout effect on the individual. Upadyaya et al. (2016) support this view by advancing the importance of servant leadership, characterized by stewardship, empowerment and accountability. According to the scholars, as mentioned earlier, it helps in it positively influencing job satisfaction and organizational trust, and further, burnout symptoms.

Mutkins et al. (2011; quoted in Fremont, 2015) found (in a recent study done with 80 senior Australian officers) that considerable social support is likely to alleviate the effects of stress and emotional exhaustion. Other studies also find that social support acts as a 'buffer or umbrella' variable, likely to protect individuals from the aggravating effects of stressors ⁽¹⁰⁷⁾. A 2008 study assumed that stress is lower when the degree of social support is high, whereas, in the opposite situation, it is larger (Rees). Lastly, two other studies stressed that social support

is a resource that protects from burnout ⁽¹⁰⁸⁾. On the basis of these assumptions, this literature suggests the following synthetic diagram about the key socio-personal abilities and the main organizational factors that help the entrepreneur to fight burnout:

Methods and Practices of Fighting Burnout

Among the leading practices in the fight against burnout are training, entrepreneurial coaching, and the development of a hedonistic culture based on usability.

Training Follow-ups (In Time, Stress and Change Management)

Training is one of the support practices that raise the chances of new ventures' survival ⁽¹⁰⁹⁾. Work stress is then an integral part of the entrepreneur's life and the main cause of burnout that he faces.

Entrepreneurs can follow training courses in stress management to deal with and overcome their stress at work. Stress management thrives not only in the world of health and psychology, but also interests the corporate world, and represents a true competitive advantage for the entrepreneur. Training in stress management enables the entrepreneur to understand what stress is, its effects, misdeeds, symptoms, and to discover the principles and methods that allow him to fight it. Among the usual methods of stress management, there are coping strategies that focus on the problem (efforts intended to modify the situation using problem-solving), on the individual (playing sports regularly, trying to be more relaxed as much as possible, ensuring a good organization, improving a good health, relaxation, and meditation, etc.).

Entrepreneurs can also do time-management training in order to reduce their burnout, as the lack of chronic time is a source of stress ⁽⁷⁸⁾. "People need to manage their time if they want to reduce their stress"⁽¹¹⁰⁾. Entrepreneurs could also provide training in change management to fight burnout. Because of this, change is one of the psychosocial stressors that have been cited by Légeron (2004). The ways in which these organizations operate may lead to organizational changes that cause stress at an individual level ⁽¹¹¹⁾.

The creation of a corporate culture based on team spirit, friendliness, and professional ease is a set of views an organization's employees or leaders must share ⁽¹¹²⁾. These attitudes help solve the problems encountered in the workplace because of sharing ⁽¹¹³⁾. Philippe et al. (2013) suggested that two types of corporate culture play the role of a protective agent and reduce the

level of burnout; these are namely the group culture based on teamwork, good internal relations and rational culture that focuses on success, performance, and results.

To reduce the level of burnout, the entrepreneur is expected to establish a corporate culture based on teambuilding (sharing between individuals), participation, dynamism, creativity, a friendly atmosphere, trust in human potential, and growth and acquisition of new resources in the long term.

The Psychological Support in the form of Coaching and Mentoring

Any entrepreneur needs to be accompanied when he is subject to tensions, problems, and pervasive stress at work. A typology of the major psychological biases affecting the efficiency of the entrepreneurial accompaniment was put forth by Pluchart (20120), who emphasized the need to focus on personal accompaniment of a coaching-type support to overcome the emotional effects.

While the coaching approach has received some criticism ⁽¹¹⁴⁾, it is important in regards to being a new form of social control for entrepreneurs. Focusing on the beneficial coaching approach, many studies found that ‘welfare coaching’ was far better in understanding the organizational stress threatening managers and employees ⁽¹¹⁵⁾.

The entrepreneur mentorship also seeks the improvement of different psychological aspects such as the development of self-image, comfort and security, the increase of feelings of self-efficacy and perseverance during difficult periods ⁽¹¹⁶⁾.

Other Methods

In order to completely rid themselves of burnout and psychological pressures, they could perhaps raise their level of organizational involvement and commitment to the work and weaken their feelings of concern ⁽¹¹⁷⁾. The balance between professional and personal life will improve at work and reduce the risk of burnout ⁽¹¹⁸⁾.

The concern includes strategies to prevent mental health problems from affecting individuals’ work and making it emotionally demanding. Interventions are aimed at fostering greater support and developing better teamwork in the workplace, greater involvement of workers and women workers in making the decision that concerns them, as well as the use and development of their skills ⁽¹¹⁹⁾.

A scholar ⁽¹²⁰⁾ suggested that resilience is an interesting strategic skill that enables individuals to manage the stress they experience at work in situations where the circumstances and the environment in which they work are unchangeable.

Another found that work-life conflict is positively correlated with burnout ⁽¹²¹⁾ It seems as though maintaining a balance between work and life helps prevent burnout among entrepreneurs. A few aspects that may help counteract the effects of stressors are the effect reward, social recognition, control, and decision-making autonomy, social support of colleagues and superior hierarchy, professional satisfaction, and achievement at work ⁽¹²²⁾.

According to Mäkikangas and Kinnunen (2016), as well as Ahola, Toppinnen-Tanner, and Seppanen (2017), individually focused approaches and intervention, as well as person-oriented methods, are unreliable and insufficient to alleviate burnout.

Some authors, however, suggested a more holistic approach. This approach should be considered by combining individually oriented methods (i.e., group therapy, single approach, social support group, cognitive coping training, psycho didactic workshops or socio- drama methods) and occupation-focused approaches (i.e., meetings with labor experts, rehabilitation meetings, group programs for stress-related ill-health). This view yielded promising results related to their contribution to alleviating burnout ⁽¹²³⁾.

As results suggest, entrepreneurs should partake in training programs (for time, stress, skill, and change management), as well as cultivate and maintain corporate culture. They should also surround themselves with people that offer social support, collaboration, positive affectivity, and team spirit.

2.8 Reviewing Entrepreneurial Orientation Literature

Introduction

The entrepreneurship theory has been reviewed extensively, particularly in terms of behavior. The theory about its relationship with the environment is also viewed. The reasoning is for an argument put forth by Lumpkin and Dess (1996) is provided; the manifestation of entrepreneurial orientation and its effects may differ from context to context.

The summary of the definition of entrepreneurship outlined in the introduction is used to extend the theory, as mentioned earlier, which relates to the broader entrepreneurship literature into consideration of entrepreneurial orientation theory. Different aspects of entrepreneurial orientation were considered by Lumpkin and Dess (1996): innovativeness, proactiveness, competitive aggressiveness, autonomy, and risk-taking propensity.

Entrepreneurship: A Broad Overview

The selection of the “appropriate basis for defining and understanding the entrepreneurial person creates a challenging problem for academic researchers and writers,” according to Cunningham et al. (1991:45). They also proposed that various schools of entrepreneurial thought can be categorized according to research relating to personal characteristics, the recognition, and pursuit of opportunities, a management perspective, and the adaptation process used by existing ventures such as the process of intrapreneurship.

A discussion of broad categorizations of entrepreneurial theory relating to the individual in entrepreneurship ensues below before a discussion of entrepreneurship as enterprise or firm behavior. Entrepreneurial contexts are also explored. Informal exploration is presented in the following chapter. The following broad review includes a justification for the case made for the importance of the entrepreneurial context in terms of entrepreneurship research.

Entrepreneurship: The Individual, The Enterprise, Enterprise Behaviour, And Entrepreneurial Context

The literature reviewed in this section is done so, according to theorists, that focus on the individual, the enterprise, enterprise behavior, and the entrepreneurial context. An entrepreneurial theory that relates to the individual is broadly considered as follows:

- The Individual

The individual entrepreneur, according to Herron and Sapienza (1992), an entrepreneur who is the most important unit of analysis in entrepreneurial research since it is these individuals that start new organizations. They offer a conceptual model of entrepreneurship with the individual as central to entrepreneurship research. It also considers personality traits and behaviors that are influenced by contextual factors, including values, skills, and the potential for learning. Individual skills are of more importance than personality traits, and the interaction of these factors is important.

Certain differences exist regarding theoretical conceptions of individual factors and entrepreneurship. In terms of the individual dimensions of entrepreneurship, the origins of definitions of entrepreneurship extend to Cantillon's definition (circa 1700) of an entrepreneur as "a rational decision-maker who assumes the risk and provides management for the firm" ⁽¹²⁴⁾. A focus on risk as a separation factor of entrepreneurs from managers is another early seminal contribution to entrepreneurial theory Mill, cited in Carland et al., (1988: 33). Gartner, however, stressed that the creation of a venture as a cornerstone of the definition of an entrepreneur, and states that "who is an entrepreneur?" is not the right question as to the act of entrepreneurship, as entrepreneurial behavior, should be the focus of entrepreneurship study (1988).

A study done in 1982 criticized individual-centered perspectives of entrepreneurship ⁽¹²⁵⁾, parallel to McClelland's theory about entrepreneurs having a higher need for achievement. Shapero et al. (1982) suggest – in accordance with McClelland's need-for-achievement theory – that too many of the segments of the data are defined away in the theoretical process, thus resulting in an oversimplification of the subject. This approach is also criticized by Shane (1996), who asserted that that the "trait" approach, whereby an individual's distinguishing characteristics, including personality characteristics, are related to entrepreneurial variables, is often studied with a flawed approach. Entrepreneurial experience, according to the same scholar, may suffer from sample selection bias, with small specific samples and single industries being used as a dependent variable. They argue that this process is often undertaken without evidence of the rates of entrepreneurship being taken into account. Entrepreneurial theory relating to the enterprise is briefly considered as follows:

- The Enterprise

In contrast to the first theory, Covin and Slevin (1991) present a firm-behavior approach, suggesting that firm behavior represents action and measurability and that a firm's behavior can be managed. A model of entrepreneurship with firm performance as the dependent variable with clearly defined variables relating to environmental, organizational, and individual factors, and including moderator effects as well as direct effects, was presented by the same two scholars (1991).

There are three measures of entrepreneurship that are utilized in a study of the relationship between entrepreneurship and enterprise typologies: innovation, proactiveness, and risk-taking. This theory was undertaken by Miller (1983). Different theorists emphasize different

aspects of entrepreneurship, including personality traits, psychodynamic characteristics, sociocultural background factors, environmental and structural factors decision making, and structure.

Miller maintained that the factors that determine entrepreneurship need to be contextualized according to the type of enterprise it is related to. Many aspects of the criticism this literature has received are in regards to the “failure to distinguish among company types in examining the correlates of entrepreneurship”⁽¹²⁶⁾.

Both behavioral traits and trait theorists, according to Carland et al. (1988), are at fault for not pursuing the “why” of entrepreneurship, all of its parts, and emphasizing the importance of understanding their needs. Entrepreneurship theory for Stevenson and Jarillo (1990) has a few different layers; the “why” dimension associated with psychology and other sciences that seek to explain why entrepreneurship occurs, while the “how” of entrepreneurship represents enterprise behavior. According to Lumpkin and Dess (1996), an entrepreneurial orientation represents entrepreneurial behavior, which can be exhibited by enterprises or by individuals, Enterprise behavior is therefore relevant to entrepreneurship, according to these conceptions.

The individual street trading enterprise represents individuals, as well as enterprises. Enterprise literature associated with larger ones is considered in order to provide some insight into similarities and differences between entrepreneurial orientation and entrepreneurial performance. Theory relating to the entrepreneurial context is presented below:

- The Entrepreneurial Context

Today’s research has begun to focus on three broad areas of entrepreneurship theory: a theory relating to the individual, to the enterprise, and contextual or environmental factors. The study done by Shane (1996) is an example of a paper that extends the research to all three of these areas. It includes the following variables that influence levels of entrepreneurship: the traits attributed to the entrepreneurial founders, internal factors of the firm, and external contextual or environmental factors. It is argued that these dissertation tests theories related to all three areas; it offers an integrated process of testing theory relating to the individual, to entrepreneurial behavior in terms of entrepreneurial orientation, and the context in terms of tested contextual factors.

According to Covin and Slevin (1991), the entrepreneurial process can be viewed as an entrepreneurial posture that impacts firm performance, with three groups of factors that have a strong effect on this entrepreneurial posture: external variables, strategic variables, and internal variables. In terms of the external factors affecting entrepreneurial posture or firm performance, the following is a consideration of the context of entrepreneurship:

This review is put forth in order to support and broaden an understanding as to why context is important in terms of entrepreneurship research. It also seeks to provide a justification for the research of entrepreneurial orientation with specific regard to context, the importance of which was highlighted by Lumpkin and Dess (1996). The introduction may be viewed in a way that offers a significant increase in the dimensions along which a contextualized enterprise may differ from an enterprise in isolation. As a contextual factor, the effect of multiple start-ups or clusters of enterprises by an individual owner might offer an example of enterprise performance that might differ from single ownership enterprises.

Many firm startups may be in a category separate from other individual startups because they may have been developed by owners involved in other enterprises at the same time. Consequently, some research shows little or no growth in small firms, when, in fact, growth is occurring in the form of clusters within them ⁽¹²⁷⁾. According to this, entrepreneurial performance – in terms of growth-related effects – is expected to be lower for enterprises that are part of a cluster of enterprises.

Scott and Rosa (1996) identify an increase in this phenomenon of clusters of multiple enterprises owned by entrepreneurs. These are associated with increases in capital assets, knowledge, and business experience, with as many as one in five firms in their investigation being part of these clusters. According to Scott and Rosa (1996), these enterprises might behave atypically when compared to individually operated enterprises.

They also assert ⁽¹²⁷⁾ that working people are increasingly beginning to start new firms. This diversification (as a strategy) is found to be associated with lower levels of growth in each unit firm. The ever-growing created by this increase is dealt with through the establishment of new firms initially and the formation of corporate holding companies at a larger stage of growth (ibid.).

However, multiple business-owning entrepreneurs showed lower levels of business failure (ibid.). According to a review of data relating to business survival in United Kingdom enterprises, Scott and Rosa (1996) found these enterprises to have lower failure levels, at about

5 percent (as opposed to the usual startups at 53 percent within the first five-year period). The informal street trading context might also be subject to a more complex interplay of variables ⁽¹²⁷⁾, that may not be evident in the study of a firm in isolation.

Entrepreneurship was researched in its context of the individual characteristics of enterprise founders, structural characteristics of the enterprise, and environmental factors or contextual conditions with regard to the discontinuation of enterprises ⁽¹²⁸⁾. This study found that internal factors (such as the distribution of authority and spans of control that is associated with an emphasis on the internal conditions of the enterprise) do not sufficiently explain the survival of a new firm over time.

The study of a firm in isolation may not truly capture the complexity of entrepreneurship in the ways that the sciences of business, economics, psychology, sociology, and politics are important contributors to the field of entrepreneurship, according to Bygrave (1989). Theoretical concepts from social sciences (e.g., sociology and psychology) are integrated with the practical concepts of applied sciences (e.g., economics) to gain an understanding of the entrepreneurial process – a process that is fundamentally a non-linear, disjointed, and often unique interaction of many variables (ibid.).

Chow asserts that it “should be noted that the highly significant negative correlation with the environment and entrepreneurial orientation confirms that a favorable environment is effective” in promoting enterprise entrepreneurship, after conducting a study of 3562 enterprises and entrepreneurial orientation comprising proactiveness, innovativeness, and risk-taking propensity, within Chinese enterprise ⁽¹²⁹⁾. This supports the argument that a consideration of the entrepreneurial environment is important for entrepreneurial research.

The environmental approach to entrepreneurship regards entrepreneurs as products of environmental factors best-studied longitudinally for Shane (1996). It may, however, suffer from a lack of focus on the interdependence between different populations, by ignoring (or not controlling) some “trait-based” factors, as well as not noticing the changes in technology and growth in population over time. With the importance of the interdependence relating to populations in mind ⁽¹³⁰⁾, the following theory relating to population effects is reviewed because of its potential relevance to the entrepreneurial street trading enterprise.

Population Effects and Entrepreneurial Context

A consideration of the interdependence relating to populations ⁽¹³⁰⁾ might be relevant to the investigation of the effects of entrepreneurial orientation with regards to Johannesburg street trading. Theory relating to populations is explored in this section of the literature review, which is used to support the argument that entrepreneurial context is important in entrepreneurial research, in order to investigate the effects of entrepreneurial orientation. This further leads to the consideration of literature about individual entrepreneurial orientation dimensions.

Looking at it from a population-ecology perspective, an emphasis is placed on organizations in environments, and rates approach is used and not a trait approach to the study of entrepreneurship, according to Aldrich (1990). It is researched within a macro-context of societal factors that all influence the resources available to entrepreneurial firms and their potential failure or survival ⁽¹³¹⁾.

Once a new enterprise begins operating, it is forced to accept the limitations and concomitant benefits of contextual factors. For certain specific industries, urban enterprises have decreased chances of survival ⁽¹²⁸⁾. This paper from 1995 suggests that further study should be undertaken into the competitive density of urban areas as an important variable in entrepreneurial research. They further suggest being benefited from paying attention to the carrying capacity of populations, population life stages, and of a comprehensive, historical, and time-dependent understanding of the context in which entrepreneurship occurs is important for entrepreneurship theory, according to Aldrich (1990).

Population ecology can provide insights into the complex condition of firm mortality and survival in that it stresses factors such as the carrying capacity of the environment, and the effect and interdependence of other organizations in a host society ⁽¹³²⁾. Firms can either adapt and survive or fail and be displaced by new firms in the process of random variation as a type of organizational genetics or environmental conditioning occurs, and emerging social systems result from this process of social, organizational interplay (ibid.).

Rates of entrepreneurship were researched over time from an ecological perspective ⁽¹³¹⁾. This view argues that the death of firms may free up opportunities and resources for new firms to develop. Contextual insights that provide an understanding of the street trading context might enable the comprehension of the complexity inherent in the interplay of factors around the manifestation of entrepreneurial behavior in this context. Changes may also be made due to the increasing density that might, therefore, represent a positive or negative effect for enterprises

that are part of populations such as the informal street trading population. This potentiality is considered in the following section.

When organizational density increases, the development of new firms could be facilitated by density-dependent factors. These factors could include increased legitimization of the organizational form, access to information and skills, and the opportunity of enterprises to work together⁽¹³¹⁾. Negative factors such as marginal returns may also, however, begin to arise. Entry barriers might become entrenched as well, as the concentration of firms increases in the population (ibid.). A limitation of this research is that it is not longitudinal in nature and that the degree of increasing or decreasing density could not be measured in terms of effects, potentially impacting entrepreneurial orientation or entrepreneurial performance.

Populations also have an effect on each other, with implications for firm survival or failure⁽¹³¹⁾ when viewed through the population ecology perspective. There may be a range of possible interactions between populations, and these effects could be negative effects or positive, or may also include symbiosis and win-win scenarios. Differences in terms of context might also extend to regional effects⁽¹³¹⁾.

The impact of regional environments may be an important factor relevant to small enterprise survival or mortality. According to O'Farrell and Hitchins (1988), there are a few important factors with regard to small enterprise survival or failure. These include terms of access to capital, rates of innovation, and shortages of skilled staff (particularly staff with the managerial skills for an enterprise to grow and survive, since it is forced to change its structure). For regional environments, this effect was controlled through the delimitation of the study to the specific area of the Johannesburg central business district.

Organizations in developed industries can act as incubators for new firms. An increase in information and research can develop with the increase in the number of firms in a population, and this information is available to potential founders, together with potential networks in the industry. However, within the informal sector context, certain effects associated with developed industries might not be appropriately considered to extend to this informal sector. Theory relating to developed industries is included in the review in order to gain insight with regard to the differentiation of these enterprises from smaller enterprises.

The degree of generalist or specialist orientation, according to Aldrich (1990), is related to survival. An increase in population density might lead to efficiency-oriented specialist enterprises, and efficiency-oriented generalist enterprises coexisting while displacing the

others (ibid.). This may point towards any other factors that could also contribute to the enablement of the survival of these enterprises.

Parallel with this view, prediction is made: if the city center informal population density has increased over time, changes might be reflected in the testing of proxy variables that might capture this effect over time. For example, the experience variable might be associated with more efficient effects when survival has occurred. The more efficient levels of entrepreneurial orientation dimensions might then be measured in remaining enterprises if more efficiency orientated enterprises do displace others ⁽¹³¹⁾.

It is argued that anticipating the changes in relative importance between factors associated with a new firm's development may be relevant to the survival of an entrepreneurial enterprise ⁽¹³³⁾. If it is possible that changes in development might also be associated with changes in efficiency, then some measure of this effect might be found with regard to testing the complexity of interactions in relationships within the informal street trading context.

The next section presents the review of the literature to a more specific consideration of the dimensions of an entrepreneurial orientation. This is then followed by a consideration of literature relating to the dimensions of entrepreneurial performance: earnings and continuance satisfaction.

Entrepreneurial Orientation

The development of the entrepreneurial orientation construct is a manifestation of entrepreneurship as enterprise behavior ⁽⁴⁰⁾. Its' conception as an enterprise behavior has been a major development in entrepreneurial literature ⁽¹³⁴⁾. Levesque and Minniti (2006: 178) find that the relative importance of the triggering factors of entrepreneurship depend upon contextual circumstances. The consideration of literature relating to entrepreneurial orientation – and its five dimensions – are considered in the following section: innovativeness, autonomy, proactiveness, competitive aggressiveness and risk-taking propensity ⁽⁴⁰⁾.

A brief summary of the conception of entrepreneurship and entrepreneurial orientation discussed in the introduction chapter is offered below. Following an analysis of the relationship between total entrepreneurial orientation as a construct and the dimensions of entrepreneurial orientation that make up the total entrepreneurial orientation construct, a review of the literature relating to the individual entrepreneurial orientation dimensions will be presented.

Entrepreneurship as Relating To Entrepreneurial Orientation

In order to stress the theoretical context, the following is a brief understanding of the relationship between entrepreneurial orientation and entrepreneurship. Developed by Lumpkin and Dess (1996), An entrepreneurial orientation is defined as the dimensions of entrepreneurial behavior along which opportunity is pursued; these consist of proactiveness, innovativeness, competitive aggressiveness, autonomy, and risk-taking propensity: the processes of entrepreneurial behavior.

This process is similar to the “how” of entrepreneurship, a learnable orientation.⁽⁴²⁾ The use of an entrepreneurial orientation construct is fundamentally undertaken in order to resolve certain contradictions inherent in attempts at the operationalization of entrepreneurial behavior. The measurement of the contribution of entrepreneurship as firm behavior⁽⁴⁰⁾ to performance, in particular, is attempted to resolve. An example of this contradiction is that certain theorists feel that many critical characteristics are not evident in different individuals described as entrepreneurial by other theorists⁽⁴²⁾.

Lumpkin and Dess argue that any enterprise which “engages in an effective combination of autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness is entrepreneurial.” Entrepreneurship for Miller (1983) is “the process by which organizations renew themselves and their markets by pioneering, innovation and risk-taking.” It is this view that Lumpkin and Dess (1996) developed into the larger construct through the inclusion of autonomy and competitive aggressiveness.

Entrepreneurship is characterized by certain processes or characteristics related to the pursuit of opportunity, associated with individuals or enterprises: an entrepreneurial orientation⁽⁴⁰⁾. Therefore, entrepreneurial orientation is taken to represent the process of pursuing and seizing opportunity along defined dimensions. Entrepreneurial orientation supports “opportunity recognition in new markets”⁽¹³⁵⁾. Lumpkin and Dess (1996) assert that entrepreneurial orientation “refers to the processes, practices, and decision-making activities”, that lead to the essential act of entrepreneurship, involving intentions and actions.

These characteristics are considered to be behavioral skills and endowments that might be able to be learned, as argued by Stevenson and Jarillo (1990), with reference to their consideration of the “how” inherent in entrepreneurship. For Stevenson and Jarillo (1990), conceptions of entrepreneurship may be bounded by three dimensions that relate to three questions: the “why,” the “how,” and the “what,” relating to psychology and sociology, management, and economics

respectively. It is asserted that entrepreneurial orientation might be learned in the same manner as envisioned by Stevenson and Jarillo (1990) in the management domain.

The importance of the “why” dimension put forth by Stevenson and Jarillo (1990) was equally important, as it pertains to entrepreneurial motivation to a large extent. It is theoretically related to earnings and satisfaction, although the motivational dimension itself lies beyond the scope of this work.

The pursuit of opportunity is considered the most important by Stevenson and Jarillo (1990). This is parallel to the view that the five dimensions are taken to contribute to the process of pursuing and seizing opportunity along different dimensions ⁽⁴⁰⁾. The concept of entrepreneurship is related to what how entrepreneurs behave. This reflects the characteristics and motivation of individuals.

The specific entrepreneurial orientation dimensions – innovativeness, autonomy, proactiveness, competitive aggressiveness, and risk-taking propensity – are discussed below:

1. Innovativeness

For Schumpeter (2002), the “purest type of entrepreneur genus” is “the entrepreneur who confines himself most strictly to the characteristic entrepreneurial function, the carrying out of new combinations.” In other words, innovation.

Innovativeness reflects a tendency for an enterprise “to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes” ⁽⁴⁰⁾. It is an important means of pursuing opportunities, and so is an important component of an entrepreneurial orientation.

Lumpkin and Dess’s study (1996) gave credit to Schumpeter for “being amongst the first to emphasize the role of innovation in the entrepreneurial process” in regards to a “process of creative destruction, by which wealth was created when existing market structures were disrupted by the introduction of new goods or services,” reallocating resources from existing firms to new firms and growth.

Individuals that have self-actualization needs may desire work that is more creative and innovative ⁽¹³⁶⁾. This could mean that the satisfaction of certain lower-order needs might allow for the activation of higher-order needs. This might conform to a desire for a work process that

is associated with an entrepreneurial orientation – in this case, with the specific innovation dimension (e.g., an entrepreneurial orientation).

If innovativeness reflects a tendency for an enterprise “to engage in and support new ideas, novelty, experimentation, and creative processes”⁽⁴⁰⁾. If individuals with self-actualization need desire work that is more creative and innovative⁽¹³⁶⁾, then innovativeness might be associated with needs at a higher level of the hierarchy of needs as conceived by Maslow (1987).

Lower needs (such as physiological and security needs) usually need to be satisfied before higher needs, such as self-actualization needs are activated, according to Maslow (1987). Hence, if earnings were not sufficient enough to enable the more basic needs to be satisfied (in an informal street trading context, for example,) then higher-order needs such as self-actualization might not be activated.

This would mean that self-actualization needs (such as the desire to manifest creative and innovative behaviors) are associated with innovativeness. It would not commonly be found in a low-income context where participants did not earn enough to meet lower-order needs. In the case of street traders of foreign origin, if safety and security needs were not being met, perhaps the same effect might be found.

According to these conceptions, innovativeness in entrepreneurial orientation is predicted to not manifest strongly in the informal sector street trading context. In the testing of this theory, it was found that only a few significant associations will be presented with innovation in this sector.

The use of innovativeness as a dimension of an entrepreneurial orientation is justified by Lumpkin and Dess (1996:143). They say that it “reflects an important means by which firms pursue new opportunities”. This is congruent with the fundamental perspective taken in this study. The view supports that the pursuit of opportunity is a conception at the core of entrepreneurship, as argued by Stevenson and Jarillo (1990).

There are two types of classifications for innovativeness; product market innovation and technological innovation⁽⁴⁰⁾. The most useful classification of innovations (ibid.), is according to the dimensions of product/market innovation and technological innovation, although a certain degree of overlap may exist. Innovation represents a continuum ranging from a willingness to try new innovations to a serious commitment to innovation (ibid.).

Various measures of innovation may exist in enterprises such as resources allocated to research and development, in addition to measures such as the number of new product or service introductions and how often changes are introduced in this regard ⁽⁴⁰⁾. Certain measures have been used to operationalize innovation as a research variable (e.g., the number of new product or service introductions and changes in offerings (ibid.)). Within the informal sector street trader, this latter conception is utilized to represent a measure of innovativeness in this context.

There are a few factors that influence failure rates within populations, but innovation is not often perceived as a negative factor. Most innovations are considered competence-enhancing, not competence-destroying, according to Aldrich (1990). The innovations usually build on existing skills and knowledge and do not make large areas of production irrelevant (ibid.). If most innovativeness manifested in this informal sector context is competence-enhancing, then a positive and significant association between innovativeness and increased earnings would be expected.

2. Autonomy

A necessary component for entrepreneurship and autonomy is an “independent spirit.” This refers to independent action in terms of “bringing forth an idea or a vision and carrying it through to completion,” including the concept of free and independent action and decisions taken ⁽⁴⁰⁾. Entrepreneurs are associated with more of a degree of freedom in combining and organizing resources ⁽¹³⁷⁾.

“A tendency toward independent and autonomous action” is a key component of entrepreneurial orientation, since it must specifically be exercised ⁽⁴⁰⁾. The following conceptions relating to autonomy are considered.

Levels of autonomy might differ “as a function of size, management style, or ownership,” and “in a firm in which the primary decision-maker is the owner/manager, autonomy is implied by the rights of ownership” ⁽⁴⁰⁾. Levels in this research are tested with regard to the individual street trader, who is autonomous to a certain extent by definition since the enterprise is made up of the individual alone.

In this study’s context, the size of the enterprises surveyed fell into the category of street trader enterprises, which effectively controlled the type of enterprise and type of ownership. This enabled the measurement of autonomy for each respondent delimited to street trading enterprises.

Two types of autonomy are referred to by theorists in regard to entrepreneurship in the context of strategy formulation ⁽⁴⁰⁾. Decisive decision making where a vision is driven to implementation through individual leadership (ibid.) is the first type of autonomy. The second type is individual autonomy that enables entrepreneurial activities and decision making at lower levels of an enterprise (ibid.). Both are consistent with the concept of entrepreneurial orientation, according to Lumpkin and Dess (1996).

Some of the variables that have been found to influence work satisfaction are job quality, union membership, autonomy, job tension, flexible working hours” and “realistic expectations, self-esteem, value importance, or sex differences” (Bussing, 2001: 463). Kuratko et al., (1997: 31) found that “entrepreneurs seek employment autonomy from business ownership” in their study of goals that contributed to sustained entrepreneurship. This is a major factor related to sustained entrepreneurship.

A number of theories are analyzed below because of their relevance to autonomy. These theories include Maslow’s hierarchy of needs theory, Gagne and Deci’s self-determination theory, theory relating to control as a dimension of autonomy, and theory relating to independence as a component of autonomy are accordingly discussed. The following theories draw ideas from psychology in order to provide an element of completeness to understand why autonomy is associated with continuance satisfaction in particular. It is argued that a certain understanding of the conceptual underpinnings of autonomous behavior is relevant to the discussion of autonomy as an entrepreneurial orientation dimension. This is despite the theory extending to conceptions that are beyond the actual testing process.

3. Proactiveness

Proactiveness is correlated with initiative, first-mover advantages, and “taking the initiative by anticipating and pursuing new opportunities” ⁽⁴⁰⁾. Similarly, the dictionary definition “acting in anticipation of future problems, needs, or changes,” Lumpkin and Dess (ibid.: 146) argue that proactiveness may be “crucial to an entrepreneurial orientation because it suggests a forward-looking perspective that is accompanied by innovative” and entrepreneurial activity.

Proactiveness in this view is considered according to the range of conceptions, and the implications of these according to predicted associations are outlined.

Proactiveness is associated with leadership, and not following, as a proactive enterprise “has the will and foresight to seize new opportunities, even if it is not always the first to do so,” according to Lumpkin and Dess (1996). Entering into the market first does not necessarily guarantee a durable competitive pioneer advantage, according to Cahill (1996), but is associated with mixed results. According to Cahill (1996), increased earnings might not necessarily be predictably associated with higher levels of proactiveness. This would depend on whether this specific context is appropriate to proactiveness as a dimension of entrepreneurial orientation ⁽⁴⁰⁾.

Proactiveness is considered to differ from competitive aggressiveness ⁽⁴⁰⁾. It relates to market opportunity in entrepreneurship by “seizing the initiative and acting opportunistically in order to shape the environment, that is, to influence trends and, perhaps, even to create the demand”. On the other hand, competitive aggressiveness relates to market opportunity in entrepreneurship related to competitors. Proactiveness and competitive aggressiveness are only related because both relate to the market, yet proactiveness is regarded as related to meeting demand, whereas competitive aggressiveness is regarded as relating to competing for demand.

Lumpkin and Dess suggest a conceptualization of proactiveness as a continuum, whereby the opposite extreme of proactiveness is regarded as passiveness rather than reactivity. Passiveness is then viewed as the “indifference or an inability to seize opportunities or lead in the marketplace” (ibid.: 147). On the contrary, reactivity is associated with a response to competitors and is hence different from passiveness (ibid.). It is, thus, expected to be associated with lower gross earnings due to there being less commitment on the part of a less entrepreneurial, less proactive individual to the development of market share.

This dimension of entrepreneurial orientation most closely resembles Miles and Snow’s prospector typology of the entrepreneur ⁽¹³⁸⁾ in ways that in finds and exploits exploiting product and market opportunities are crucial to a conceptualization of proactiveness. Parallel to this justification, it is predicted that proactiveness will, to some degree, be positively and significantly associated with increased earnings.

Increased levels of entrepreneurial orientation support opportunity recognition, as well as opportunity creation ⁽¹³⁹⁾. The reconfiguration of an asset base to match the requirements of changing environments should, therefore, enhance performance, even though being active may not necessarily imply efficiency ⁽¹³⁹⁾. It could be elucidated that proactive changes might not

necessarily be efficient, or that earnings might not always be improved through a proactive reconfiguration of resources if efficiency is not increased.

Hence, in certain aspects, proactiveness might not be associated with increased earnings if that particular dimension does not allow for proactiveness to have an effect on efficiency. A proactive orientation may not necessarily always be associated with increased earnings or performance but contributes to it in different ways. Jantunen et al. (2005) argue that if efficiency is not improved, proactiveness will not contribute to performance. This, however, depends on the extent that the context may or may not offer the opportunity for an increase in efficiency associated with proactive behavior.

If “seizing initiative and acting opportunistically in order to shape the environment, that is, to influence trends” and increase demand is associated with proactiveness, then growth willingness is considered to represent the intent of proactiveness. Growth willingness is a measure of the degree to which the intention to increase demand exists, and growth willingness is therefore taken to represent a measure of proactiveness.

Growth willingness could be directly or indirectly influenced by education for an entrepreneur. Direct influence refers to individuals “with higher education are likely to have higher aspirations in general. Indirect influence occurs through “self-confidence in managing growth, and a better ability to spot growth opportunities”⁽¹⁴⁰⁾. A positive and significant association between educational contextual factors and proactiveness is suggested.

Factors such as growth willingness may motivate behavior if it “is expected to bring about a positive change, whereas negative expectations concerning the same factor may have little or no influence on growth willingness”⁽¹⁴⁰⁾. In line with this reasoning, any factor that is perceived to reward behavior associated with street trading and increase the manifestation of that particular behavior would be expected (on an individual level). In other words, context is expected to shape entrepreneurial orientation and proactiveness.

4. Competitive Aggressiveness

According to Lumpkin and Dess (1996:148), competitive aggressiveness “refers to a firm’s propensity to directly and intensely challenge its competitors to achieve entry or improve position.” In order to perform better than rivals in the industry, it must be characterized by

confrontation or reactive action. In this study, competitive aggressiveness or competitive aggression are terms used interchangeably.

As a dimension of competitive aggression, entrepreneurial orientation refers to “the type of intensity and head-to-head posturing that new entrants often need to compete with existing rivals” (ibid.: 139). Proactiveness, on the other hand, related to market opportunities. This kind of aggression refers to how enterprises “relate to competitors” and “respond to trends and demand that already exist in the marketplace” with regard to competitors.

The new demand doesn't necessarily fall along the lines of competitive aggressiveness; however, it is associated with proactiveness (ibid.). Hence, the creation of new demand is considered a measure of proactiveness and not of competitive aggressiveness, for the purpose of this study.

As a component of entrepreneurial orientation, competitive aggression “reflects a willingness to be unconventional rather than rely on traditional methods of competing” (ibid.: 149). This might extend to changing contexts, how things are done, or expending more resources than the competition. The following presentation of literature relating to competitive aggressiveness considers different conceptions in terms of their expected or predicted associations. These associations are derived with reference to the potential shaping of competitive aggressiveness by contextual factors, or predicted associations between competitive aggressiveness and entrepreneurial performance.

It represents a process of entrepreneurial behavior for Lumpkin and Dess (1996). With regard to trait psychology, Maslow (1987: 29) finds that it might be possible to analyze (theoretically if not practically) a single act of an individual and see in it the expression of physiological needs, safety needs, love needs, esteem needs, and self-actualization. This is completely opposite of trait psychology, where one trait or one motive accounts for a certain kind of act. For example, an aggressive act is traced solely to a trait of aggressiveness.

An entrepreneurial firm engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with “proactive” innovations, beating competitors to the punch. A nonentrepreneurial firm, on the other hand, is one that innovates very little, is highly risk-averse, and imitates the moves of competitors instead of leading the way. We tentatively view entrepreneurship as a composite weighting of these three variables (Miller 1983:771).

A study in 1990 found that competitive aggressiveness was reflected in attempts to dominate competitors by proactive and innovative measures by initiating actions that competitors then respond to and being the first to introduce new techniques or products; and by demonstrating an extremely competitive posture ⁽¹⁴¹⁾.

The concept of beating a competitor to the punch can be taken to represent something more comprehensive than simple proactivity ⁽¹²⁶⁾. This view is parallel to the concept of competitive aggression, according to Lumpkin and Dess (1996). They argue that this dimension captures an element of the intensity involved in the entrepreneurial competition.

In high performing enterprises, increased competitive hostility may be associated with aggressive behavior, yet it may be associated with passive behavior in low performing enterprises, according to Covin and Covin (1990). Higher levels of competitive aggressiveness would thus be expected to be associated with higher performance in environments of increased competitive hostility.

5. Risk-Taking Propensity

Methods or styles of the management associated with risk-taking are an indication of entrepreneurial orientation ⁽⁴⁰⁾. Cognitive orientation in terms of entrepreneurial behavior is considered with regard to risk-taking propensity, as the owner-manager is the unit of analysis for the manifestation of entrepreneurial orientation in the street trader enterprise.

According to Baron (1999), A cognitive orientation that minimizes conceptions of regret and reflection may be displayed by entrepreneurs more so than non-entrepreneurial individuals. Locus of control and need for achievement are both factors that endow the entrepreneur with a moderate degree of risk tolerance. The perceived risk from the vantage point of a confident individual might, however, be lower than the degree of risk perceived by others ⁽¹⁴²⁾.

The theories above were associated with a moderate level of risk-taking propensity ⁽¹⁴²⁾. Internal locus of control and a high need for achievement have been associated with higher performance by individuals. It could be said that that a moderate level of risk-taking propensity would be associated with higher levels of performance. However, in different contexts, the effects of the dimensions of entrepreneurial orientation, including risk-taking propensity, were expected to differ in terms of their effect on performance according to the specific context ⁽⁴⁰⁾.

Some may have different views of risk than others that take a rational perspective on scenarios ⁽¹⁴³⁾. “Choices involving sure gains” and “risk-seeking in choices involving sure losses” is how

risk aversion will be displayed ⁽¹⁴⁴⁾. These are examples of subjective aspects relating to the nature of risk-taking propensity, and the type of variance that might be manifested in terms of the study of risk-taking propensity.

Future research might demonstrate that “risk-taking and autonomy are needed for all types of new entry [entrepreneurship], but that innovativeness, proactiveness, and competitive aggressiveness are present only under certain conditions” ⁽⁴⁰⁾. This could mean that within the Johannesburg informal sector context, some minimum level of effect within any entrepreneurial context would be expected to exist with regard to risk-taking and autonomy. With the development of a theoretical foundation around the conception of entrepreneurial orientation, the dimension of risk-taking propensity is considered further as follows.

A problem suggested by prior research is that entrepreneurs simply don’t “see” the risks that others see, or, alternatively, they see non-entrepreneurial behavior as “far riskier” ⁽⁴⁰⁾. All activities might be understood to entail a degree of risk, ranging from low-risk behavior (e.g., investing in bank deposits to high-risk behavior such as engaging heavy financial leverage) ⁽⁴⁰⁾. However, a high level of financial leverage may not be enough in itself to classify an enterprise as entrepreneurial along the dimension of risk-taking ⁽¹²⁶⁾. Risk is also experienced when companies innovatively expand into untried technologies or entering new markets with new products; effectively, the risk is a fundamental aspect of entrepreneurship ⁽⁴⁰⁾.

Risk propensity, risk perceptions, risk preferences, and different understandings of risks are the different terms operationalized in its analysis. According to Lumpkin and Dess (1996), the risk-taking propensity is a behavioral dimension of an entrepreneurial orientation along which opportunity is pursued.

“The perceived probability of receiving the rewards associated with the success of a proposed situation, which is required by an individual before he will subject himself to the consequences associated with failure, the alternative situation providing less reward as well as less severe consequences than the proposed situation”. This is how Brockhaus defined the risk propensity (1980).

The origins of the conception of the bearing of personal risk are related to the early entrepreneurial literature that regarded entrepreneurs as individuals that worked for themselves, according to Lumpkin and Dess (1996). This is of relevance to the informal street trader. They also recognize Cantillon as the first theorist to introduce the term entrepreneurship and the contribution of the uncertainty and riskiness of self-employment as the differentiating

factor between being a hired employee and being self-employed. Thus, an established precedent for the consideration of risk-taking behavior within the ambit of entrepreneurship exists.

The inability of researchers “to find consistent patterns when investigating risk-taking associated with entrepreneurship,” is emphasized by Lumpkin and Dess (1996), in that “numerous investigators have reported inconsistencies” with regard to risk-taking propensity. The following theory offered by certain theorists is explored in terms of differing conceptions relating to risk-taking propensity.

“General risk-taking propensity of a potential entrepreneur” and the perceived probability of failure, with access to research across individuals due to the differences in individual venture probabilities for success and failure ⁽¹⁴⁵⁾, are the different components that entrepreneurial risk can be divided into. General risk-taking propensity can, therefore, be used for comparisons in research ⁽¹⁴⁵⁾.

A certain seminal perspective that exists within entrepreneurial theory might be considered as controversial with regard to the testing of risk-taking propensity. This view takes on the idea that the bearing of risk is not associated with entrepreneurship ⁽¹⁴⁶⁾. The same scholar argues that the entrepreneur is never the risk bearer. This point is made clear in the example provided in this study. The one who gives credit comes to grief if the undertaking fails. While any property possessed by the entrepreneur may be liable, such possession of wealth is not essential. Even if the entrepreneur finances himself out of former profits or contributes to the means of production belonging to his “static” business, the risk falls on him as a capitalist or as a possessor of goods, not as an entrepreneur. Risk-taking is, in no case, an element of the entrepreneurial function. Even though he may risk his reputation, the direct economic responsibility of failure never falls on him.

In terms of the complexity inherent in the manifestation of entrepreneurial behavior, however, the risk-taking propensity is taken to represent one of the five dimensions that make up an entrepreneurial orientation ⁽⁴⁰⁾. Schumpeter (2002) and Brockhaus argue that the use of the entrepreneurial orientation construct has the potential to reconcile certain diverse conceptions around entrepreneurship. They also find no difference between managers and entrepreneurs, according to risk-taking propensity.

2.9 Job Satisfaction Among the Entrepreneurs

Introduction

Contemporary business calls for different kinds of businesses and business-related groups. According to countless criteria such as size ⁽¹⁴⁷⁾, sector ⁽¹⁴⁸⁾, country ⁽¹⁴⁹⁾, or the nature of a business owner ⁽¹⁵⁰⁾, these groups are classified. However, from the viewpoint of economic contribution, a specific type of business becomes very dominant: small and medium-sized enterprises (SME). Many scholars ⁽¹⁵¹⁾ claim that SMEs are the biggest contributors to the economy worldwide. It should be noted that country-specific instances ⁽¹⁵²⁾ acknowledge this as well. A great disadvantage of the SMEs, despite this vitality, is the inadequacy of professional management ⁽¹⁵³⁾. In turn, it necessitates the owners' managerial knowledge, skills, and even emotions for business success. Another drawback is that the owner has to claim many formal and informal roles ⁽¹⁵⁴⁾. Whether related to these roles ⁽¹⁵⁵⁾ or other factors ⁽¹⁵⁶⁾, the individual's socio-emotional status may be affected. It may also reflect on the business. Basically, the socio-emotionality of the business owner may change the fate of the business. This study is aimed particularly in this area of research, and hence, focuses on an emotion that is related to the business itself: the owners' job satisfaction with their businesses.

Job satisfaction is the subject of much talk and research ⁽¹⁵⁷⁾. Yet, there is an obscure point. Though the factors ⁽¹⁵⁸⁾, intensity ⁽¹⁵⁹⁾, and outcomes ⁽¹⁶⁰⁾ of workers' ⁽¹⁶¹⁾ and managers' ⁽¹⁶²⁾ job satisfaction are considered, the nature of a business owners' job satisfaction is rather rarely subjected in the literature ⁽¹⁶³⁾. It is ever rarer among Turkish literature ⁽¹⁶⁴⁾. Not only is this area of research disregarded, but literature does not point out a dedicated instrument to measure the extent of the factors of business owners' job satisfaction; hence this study attempts to facilitate [from many instruments similar to the approach of Ayranci (2011)] in order to find out the factors, upon which job satisfaction of SME owners depend. Beylikdüzü Organized Industrial Zone (OIZ) is selected, as this OIZ includes many businesses that comply with the SME definition used by the authors. The results point out a bunch of factors, which build up business owners' job satisfaction. Some of these are directly related to the job itself, while others are related to the business context.

The Concept of Job Satisfaction

To be content, to have a wish come true, or to attain spiritual fulfillment are the most commonly used definitions for job satisfaction (The Turkish Language Association, 2010). When it comes

to the working environment, satisfaction denotes the happiness a worker derives from his/her work, and work-related factors (salary, opportunities for promotion, co-workers, superiors, etc.). Within this literature, job satisfaction is defined from various points of view. Different views agree that a satisfied worker likes his/her work, feels a sense of commitment to his/her work, and is pleased with work and/or work-related factors. Simsek (1995) quoted Bullock, who proposed that job satisfaction is a worker's attitude that develops through positive and negative experiences at work or in work-related matters. Job satisfaction is a worker's positive or negative emotional reaction to his/her role at work or in work-related matters ⁽¹⁶⁵⁾. In line with this, Berry (1997) suggested that job satisfaction is a worker's reaction to the work environment. Davis (1988) and Schermerhorn, Hunt, and Osborn (1994) each provided a brief description of job satisfaction and called it overall contentment (positive feelings) and discontentment (negative feelings) related to work.

All of the above-mentioned definitions refer to both sides of the argument. Hence, it can be said that job satisfaction falls somewhere between the positive extreme and the negative extreme. A few define job satisfaction in terms of different degrees of positiveness. Price and Mueller (1992), for example, expressed job satisfaction as the degree to which a worker likes his/her job and Singh, Finn and Goulet (2004) defined it as a worker's positive thoughts about his/her job. Judge (2000) investigated job satisfaction and found that 7,856 studies were conducted on job satisfaction between 1973 and 2000. So, since job satisfaction seems to be a broad concept, it is appropriate to highlight the factors that are the focus of this study. As stated above, this study is concerned with the factors that produce job satisfaction and with the interconnectedness of those factors.

Factors impacting job satisfaction of workers

The author of this review finds a wide range of factors affecting job satisfaction that can be categorized into general groups. First, job satisfaction is related to the degree to which the worker's work-related expectations match his/her experiences in the work environment. Some studies have treated job satisfaction as a worker's expectations of the job. Others assert that job satisfaction is related to a worker's childhood and claim that hereditary characteristics affect workers' job satisfaction. According to such studies, a worker's job expectations are directly related to his/her personality, and the factors that make up the worker's character also affect his/her level of job satisfaction. A study conducted in 1991 found that job satisfaction is linked to hereditary characteristics (Arvey et al.). Another found that childhood habits have a

statistically significant relationship to job satisfaction many years later ⁽¹⁶⁶⁾. In contrast to these findings, some studies claimed that job expectations are related to demographic factors rather than personal characteristics. For example, Davis (1988) argued that as a worker gets older, they will have more realistic expectations of their job and, consequently, increase their level of job satisfaction.

Sheppard and Herrick (1972) came to similar conclusions, as did studies that considered the length of a worker's experience. Workers with more experience feel greater job satisfaction ⁽¹⁶⁷⁾. Yet, studies that considered a worker's level of education and job satisfaction found mixed results. A couple found that that job satisfaction increases when education level increases ⁽¹⁶⁸⁾, but others had contradicting results ⁽¹⁶⁹⁾. Moreover, some studies have evaluated job expectations in terms of gender. Chusmir and Parker (2001) argued that since men and women expect different things from their lives, their expectations from work also differ. Since women enter the work environment with the expectation of being able to socialize, they are more satisfied with jobs that allow them to interact with others ⁽¹⁷⁰⁾. Women derive greater job satisfaction from positions that involve discussion and communication because such activities are more social. On the other hand, men derive greater job satisfaction from positions that require problem-solving because they are more result-oriented ⁽¹⁷¹⁾. In summary, previous studies on job satisfaction and workers' job expectations found that factors related to personality and demographic characteristics impact job satisfaction. On the contrary, studies that evaluated job experience and other work-related aspects identified different job satisfaction factors.

These factors include the degree to which the job is unconventional, the manager's behavior towards the worker, the worker's communication with co-workers, salary and social benefits and the level of an initiative the worker is allowed in business-related matters ⁽¹⁷²⁾. A review of the studies that examined these factors individually concluded that all of these factors have a positive effect on job satisfaction. For the worker job satisfaction increases when his/her work is more interesting or different ⁽¹⁷³⁾; when he is allowed to more initiative ⁽¹⁷⁴⁾; when his/her co-workers share similar attitudes ⁽¹⁷⁵⁾; when managers treat workers kindly and are supportive ⁽¹⁷⁶⁾; and when the work provides sufficient pay and social benefits ⁽¹⁷⁷⁾. To sum up, job satisfaction, from the employee's perspective, is related to the job itself, the types and quality of social relations in the workplace, the degree of initiative or voice an employee is granted in business matters and the financial and social benefits derived from the job.

An undefined role or role conflict can affect job satisfaction is what some studies that assessed job satisfaction in terms of roles had found. This basically means that the worker does not understand the business' expectations of his/her specific role. A role conflict then arises because the worker's assumed role does not match the expectations of the business ⁽¹⁷⁸⁾. According to some of the most relevant pieces of literature, undefined roles and role conflicts are factors that lower job satisfaction or cause low initial job satisfaction ⁽¹⁷⁹⁾. Contrary to this, several studies have reached different conclusions, as discussed above ⁽¹⁸⁰⁾. This study investigated the job satisfaction of business owners. The business owners of SMBs are expected to possess managerial skills. It is thus logical to examine whether the job satisfaction of a worker depends on the same factors as does the job satisfaction of a decision-maker, such as an owner or a manager.

Factors affecting the job satisfaction of decision-makers (owners and/or managers) and recent studies that investigated these factors

This section of the study examines studies published in Turkey and reviews the international literature on the job satisfaction of business owners and/or managers who are the decision-makers for their businesses. Conclusions from these studies are presented below. A review of Turkish studies indicated that the factors affecting decision-makers' job satisfaction are similar to the job satisfaction factors for workers discussed above. A study in the poultry sector assessed job satisfaction among managers using a single factor instrument with nine statements, which was developed by Hackman and Oldham (1974) ⁽¹⁸¹⁾. The statements addressed the managers' experiences in the work environment (behavior, environment, initiative, etc.). The study determined that job satisfaction is affected negatively by undefined roles and role conflicts; however, it found a positive relationship between job satisfaction and the amount of time spent at work. In general, the participants reported a high level of job satisfaction.

Managers were assessed at the Ministry of Health headquarters in the city of Ankara and its regional offices using a job satisfaction scale developed by Balci (1985) ⁽¹⁸²⁾. The Balci scale various measures factors including salary, working conditions, organizational structure, opportunities for promotion, management, and supervision. It evaluated the job satisfaction of managers in relation to their work expectations and assumed that demographic characteristics play a role in these expectations. The study concluded that education and age affect job satisfaction, even though gender and marital status do not. A study by Donuk (2009) analyzed the job satisfaction of sports managers using a general job satisfaction scale developed by

Brayfield and Rothe (1951). This study found that, although job satisfaction is determined by workplace conditions, salary, and opportunities for promotion, demographic factors such as age and gender do not have any significant impact on job satisfaction.

Salary is dependent on five factors; salary, promotion, organizational training, progress, and social aspects, solidarity, organizational practices, and the type of work, according to Naktiyok (2002), who collected data from managers in the city of Erzurum. While managers were satisfied with social aspects, solidarity, and type of work, they were not with salary and promotions. All five of the job satisfaction factors had statistically significant and positive relationships, but mixed relationships emerged between the managers' demographic characteristics and job satisfaction factors. Soyer (2008) explored job satisfaction and exhaustion syndrome in private hospital managers in the city of Istanbul using the Minnesota Satisfaction Questionnaire, translated into Turkish by Baycan (1985).

Job satisfaction was presented with only one factor in this study. Though the study found a negative relationship between job satisfaction and exhaustion, it found that demographic factors such as age, gender, marital status, and educational level do not affect job satisfaction. The Minnesota Satisfaction Questionnaire ⁽¹⁸³⁾ was also used in a study conducted by Yilmaz and Murat (2008), who analyzed the job satisfaction of primary school administrators. Job satisfaction was based on a single factor in the study, which found that two-thirds of the participants reported a normal level of job satisfaction and that the remaining third indicated high job satisfaction. This satisfaction was found to be affected by rank and seniority. Outside Turkey, a few studies on job satisfaction have considered the satisfaction of decision-makers. In many of these studies, however, the methods used to measure job satisfaction among decision-makers were more varied than the methods used to assess that of the employees.

On the other hand, studies that evaluated samples from Turkey claimed that the factors that affect workers' job satisfaction are similar to those that impact job satisfaction among decision-makers. An evaluation of the impact of reorganization and downsizing in public and private sector establishments on job satisfaction and exhaustion syndrome trends among high-level managers was done by Barrows et al. (2009). This study used the Job Satisfaction Survey, described by Spector (1997), to collect data on job satisfaction. This survey has nine factors (the job itself, salary, social benefits, rewards, opportunities for promotion, communication, working conditions, attitude, and relationship with co-workers). It concluded that in private sector establishments (as distinct from public sector establishments), salary, social benefits,

opportunities for promotion, working conditions, and management factors create job satisfaction. In all private and public establishments; however, it was determined that reorganization and downsizing result in higher levels of exhaustion and lower levels of reported job satisfaction ⁽¹⁸⁴⁾.

Work-related stress and job satisfaction among managers were investigated with the Work Definition Index developed by Smith, Kendall, and Hullin (1969) ⁽¹⁸⁵⁾. Five factors in the index were specifically related to job satisfaction: the job itself, salary and social benefits, attitude towards superiors, relationships with co-workers, and opportunities for promotion. Participants marked “yes,” “no,” or “I don’t know” for each area. Chandraiah et al. (2003). They confirmed that the age of managers is inversely related to stress, but positively related to job satisfaction. The Minnesota Satisfaction Questionnaire ⁽¹⁸⁶⁾ was used to measure job satisfaction among sales managers in Lithuania ⁽¹⁸⁷⁾. Before administering the survey, it was assumed that demographic characteristics would play a role in job satisfaction. They concluded that male managers experience greater job satisfaction than their female counterparts; that age is inversely related to job satisfaction and that educational level is positively related to job satisfaction. Jamal and Baba (2000) measured job satisfaction among Canadian nurses and managers using the Hoppock Scale, which includes four statements. The participant ranks each statement on a scale from one to seven ⁽¹⁸⁸⁾.

Researchers concluded that managers generally have a high level of job satisfaction and that job stress and exhaustion syndrome have a negative effect on job satisfaction ⁽¹⁸⁹⁾. In order to determine the level of job satisfaction among managers in Singapore, Koh and Boo (2001) administered a five-factor scale that had been used in previous studies, such as Joseph and Deshpande (1996) and Viswesvaran, Deshpande and Joseph (1998). These factors were salary, opportunities for promotion, relationships with co-workers, an attitude of managers, and the job itself. The results found that job satisfaction of decision-makers has usually focused on managers. However, some studies have taken into account business owners as owners and evaluated job satisfaction from their perspective.

Fuchs-Schundeln (2009), for example, conducted an exemplary study that investigated data from people who had started their businesses and/or owned a business and from employees. They found that those who operate their own businesses have greater job satisfaction than individuals who work for someone else. An interesting conclusion is that people who tend to act more freely derive greater job satisfaction from working at their own establishment. On the

other hand, individuals who are used to hierarchical relationships appear to have lower job satisfaction even when operating their own businesses. This study did not measure job satisfaction with a combined number of factors, but with one statement. Participants were asked to rate their job satisfaction on a scale from one (completely unhappy) to ten (completely content). Parallel to this, Andersson (2008) compared the health of employees working for someone else to that of people working in their own businesses. He rated health as a combination of job satisfaction, life satisfaction, work stress, mental fatigue at work, mental disturbances, and general health functions. Andersson (2008) determined job satisfaction using a single statement on the respondent's contentment with his/her job.

Many other studies on business owners' job satisfaction have also indicated that people who run their own businesses are satisfied with their positions and that their job satisfaction level is significantly higher than it is for employees ⁽¹⁹⁰⁾.

Chapter-3: Methodology of Research

Introduction

The sole objective of the quantitative study was to assess whether entrepreneurial orientation and entrepreneurial burnout do affect the job satisfaction of entrepreneurs.

3.1 Research Design and Approach

The study involves descriptive research. For this particular study, descriptive research was used to obtain a picture of MSME entrepreneurs from Nanded.

For this study, the structured questionnaire was used with the limited probing approach to keep the focus on the desired subject. In light of the time dimensions of this research project, the cross-sectional analysis used to measure population samples at just one level, this cross-sectional study is a population representation and can, therefore also be called the sample survey.

The study included statistical design and analysis approach to reject or not to reject the hypothesis.

Population, Sample and Setting Plan

In the current research study, the population is finite and comprises of all MSME entrepreneurs in the Nanded region of Maharashtra.

Sample Element

The sample element in the current study is an entrepreneur of MSME in the Nanded region from whom the information is sought.

Sample Unit

The Unit of Analysis in the present study is the MSME companies operating in the Nanded region which contains the sample element.

Sample Size

The sample size was determined using sample size determination by the following method.

$$\text{Sample Size} = (Z\text{-score})^2 * \text{StdDev} * (1 - \text{StdDev}) / (\text{margin of error})^2$$

Here is how it works assuming 95% confidence level, .5 standard deviation, and a margin of error (confidence interval) of +/- 7%.

$$((1.96)^2 * .5(.5)) / (.07)^2$$

$$(3.8416 * .25) / .0049$$

196 respondents are needed

Researcher has been fortunate enough that organizations allow to complete all the required samples surveys in fact the total 200 samples.

Sampling Criteria

The sampling criteria included the following

- The organization should be a manufacturing organization.
- The organization must be located in Nanded District of Maharashtra region.
- The organization should be registered with DIC.

Sampling Procedure

The probability sampling technique involved in this study is a simple random sampling method. Thus, the method is employed to select respondents in a random fashion that happens in this way, and we select a group of subjects (a sample) for study from a larger group (a population). That MSME entrepreneur is entirely chosen by chance, and each participant has the same chance to be included in the survey. This gives us a chance to play freely with samples. This is to ensure that respondents are chosen in the study in the correct and fair opportunity.

Sampling Frame

The study will be conducted in the Nanded district of the state considering the time and cost involved in collecting data. Therefore, the sampling frame was developed from one source and that is DIC of Nanded.

Sample Duration

The time is taken to complete the interview process of all the required sample elements i.e., and the researcher took three months actually to collect the required responses.

3.2 Ethical Consideration in The Research

In terms of social scientific research, ethical issues are of primary importance. Many significant ethical considerations for social science research have been taken into consideration, such as voluntary participation, respect for participant dignity, privacy, and confidentiality, avoidance of dissatisfaction and fair reporting.

Plan for Primary Data Collection

Research Technique:

The survey research technique has been chosen for the current study, as it involves the collection of information from sample elements through their responses to questions. Survey data can be collected from many respondents at relatively low cost without substantially increasing the time. Survey methods allow themselves to probability sampling from a large population.

Contact Method:

The in-person interview method is adopted for the current research study, as it involves face-to-face social interaction between respective MSME entrepreneurs and researchers. This method has given a higher response rate; the reason is the researcher has complete awareness of the respondent's situation which allows the researcher to have more control over the interview process.

Research Instrument:

A survey research questionnaire was used in the current research study to collect the data. While preparing the questionnaire for the survey, it has kept in mind that the focus of the questionnaire should be on the research problem under investigation. It therefore, forms the primary basis for the choice of matters that should be included and omitted in the study questionnaire. In order to process and statistically evaluate the questionnaire, it was formulated using precisely and carefully written, closely concluded questions.

3.3 Data Collection and Analysis

Data Collection:

For both pilot and final surveys, the data collection process was carried out.

Pilot study for the survey: A pilot study is conducted to detect the weakness in design and instrumentation and provide the sample data for statistical analysis. It is found that the reliability and validity of the instruments were excellent. On the other hand, the instrument has been tested on the following fronts:

- The wording of the survey questionnaire
- Questionnaire completion time
- The layout of the survey questionnaire

The pilot survey suggested that excellent reliability was there for the questionnaire, and no questions have been dropped.

Final Survey: The complete survey was conducted with an expected sample of 200 respondents. The researcher has completely adhered to the ethical guidelines mentioned in ethical consideration in research.

Before making the decision, the investigator said that the sample was anonymous and that confidentiality was fully taken care of. Nonetheless, respondents have the full right to withdraw at any time from the survey.

Analysis:

The researchers used various statistical tests which are discussed below to analyze the data obtained from respondents.

1. Descriptive Statistics: We chose a graphical description and numerical analysis to make sense of our extensive data.
2. Spearman Rank Order Correlation: When we have two variables of the rank, the Spearman correlation is used and we want to see whether the two variables will covary; whether the other variable tends to increase or decline as one variable increases.

Therefore, it is a check for the rank order relation between two variables where either, or both, is ordinal (no interval), or when the sample size is small, and/or not normally distributed.

3. Friedman test: It is a non-parametric test used to verify the variance between different samples. It is an alternative to a single-way ANOVA test, which does not need the DV to be distributed in each set normally, and does not need sphericity. The Friedman test will tell us if the median differences between two or more classes are significant. For the Friedman test, the null hypothesis is that variables do not differ.
4. Multiple Regression: Multiple regression is a linear simple regression extension. It is used to estimate a particular value based on the value of two or more other variables. The variable to be estimated is known as the dependent variable (or, in some cases, outcome, target, or criterion).

3.4 Measurement Instruments

Three instruments used were used in this research, namely the entrepreneurial orientation, entrepreneurial burnout, and job satisfaction. These instruments reliability is given below:

1. Entrepreneurial Orientation

Scale Reliability Statistics		
	Cronbach's α	Average interitem correlation
SCALE	0.890	0.224
<i>Note.</i> Of the observations, 200 were used, 0 were excluded listwise, and 200 were provided.		

2. Entrepreneurial Burnout

Scale Reliability Statistics		
	Cronbach's α	Average interitem correlation
SCALE	0.920	0.418
<i>Note.</i> Of the observations, 200 were used, 0 were excluded listwise, and 200 were provided.		

3. Job Satisfaction

Scale Reliability Statistics		
	Cronbach's α	Average interitem correlation
SCALE	0.892	0.171
Note. Of the observations, 200 were used, 0 were excluded listwise, and 200 were provided.		

The researcher considering all the three aspects of the research instruments which are EO, EB and CS. When the researcher tested the reliability with two different approaches which are Cronbach alpha and average interitem correlation. The researcher found that in both cases, the reliability was quite high from Cronbach's point of view and also from average interitem correlation point of view suggests that questions on a test or questionnaire yield reliable, acceptable results; various items designed to measure the same general structure or concept are tested for similar results.

Chapter-4: Analysis of Data & Findings

This chapter will analyze the data to understand its utility from a different study perspective. The analysis will be in three phases demographic, descriptive and hypotheses testing procedures.

4.1 Demographic Analysis

1. Gender Classification

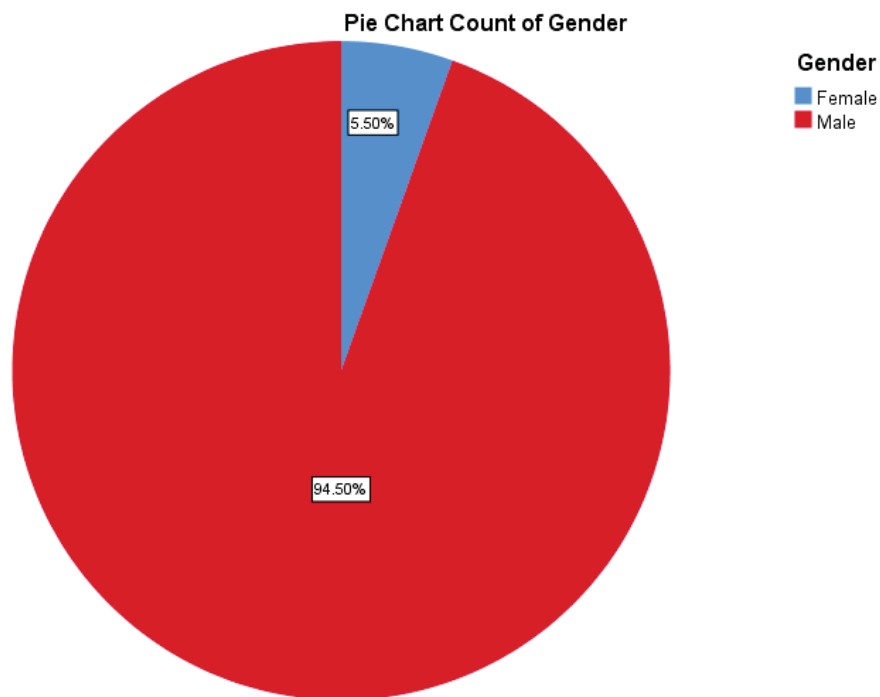


Figure 1- Gender

If we look at the above pie chart, it is evident that almost 95% are males in MSME's.

Gender diversity is a big gap in these enterprises.

2. Qualification Classification

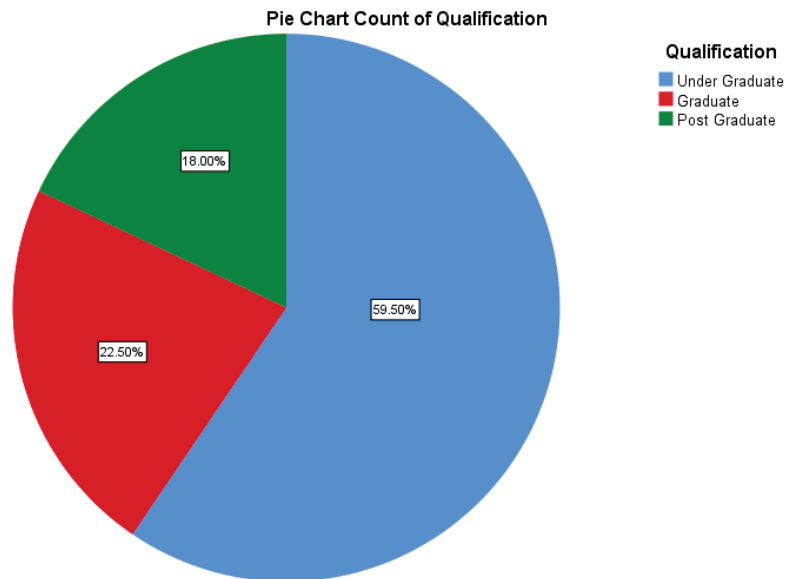


Figure 2- Qualification

If we look at the classification, it is evident that most of the owners/managers are undergraduate; the least percentage is of postgraduate samples.

3. Experience Classification

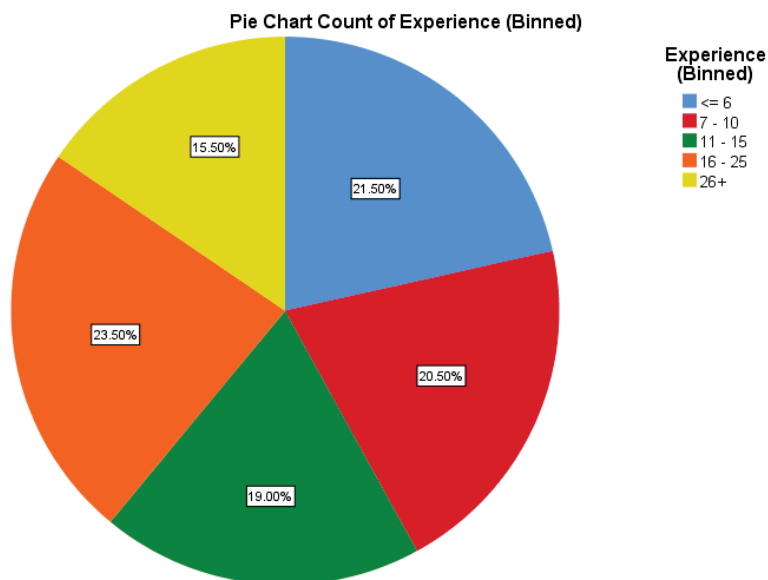


Figure 3- Experience.

If we look at the above classification we can notice that highest experience group is having experience between 16-25 years than ≤ 6 years than 7-10 years and than 11-15 years. The least percentage is for 26+ years of experience.

4.2 Descriptive Analysis

1. My organization has a culture where creativity and innovation is highly regarded

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	10	5.0	4.47	1.002	22.41%
Disagreed	3	1.5			
Neutral	5	3.0			
Agreed	45	22.5			
Strongly Agreed	136	68.0			
Total	200	100			

Table 1- Creativity and innovation is highly regarded.



Figure 4- Creativity and innovation is highly regarded.

The above table suggests that around 8% of the total samples are saying that their respective organizations doesn't have a culture where creativity and innovation is given priority. The measure of dispersion and CT are mean=4.47, std. dev. = 1.002 and COVar=22.41%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

2. Management in my organization actively seeks and rewards innovative ideas rewards innovative ideas

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.68	.567	12.11%
Neutral	4	2.0			
Agreed	53	26.5			
Strongly Agreed	142	71.0			
Total	200	100.0			

Table 2- Rewards innovative ideas.



Figure 5- Rewards innovative ideas.

The above table suggests that around 97% of the total samples are saying that their respective organizations do give rewards for innovative approaches. The measure of dispersion and CT are mean=4.68, std. dev. = .567 and COVar=12.11%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

- Staff in my organization get time for learning and innovation during their daily routine

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.52	.783	17.33%
Disagree	5	2.5			
Neutral	15	7.5			
Agreed	48	24.0			
Strongly Agreed	131	65.5			
Total	200	100.0			

Table 3- Learning and innovation during their daily routine.

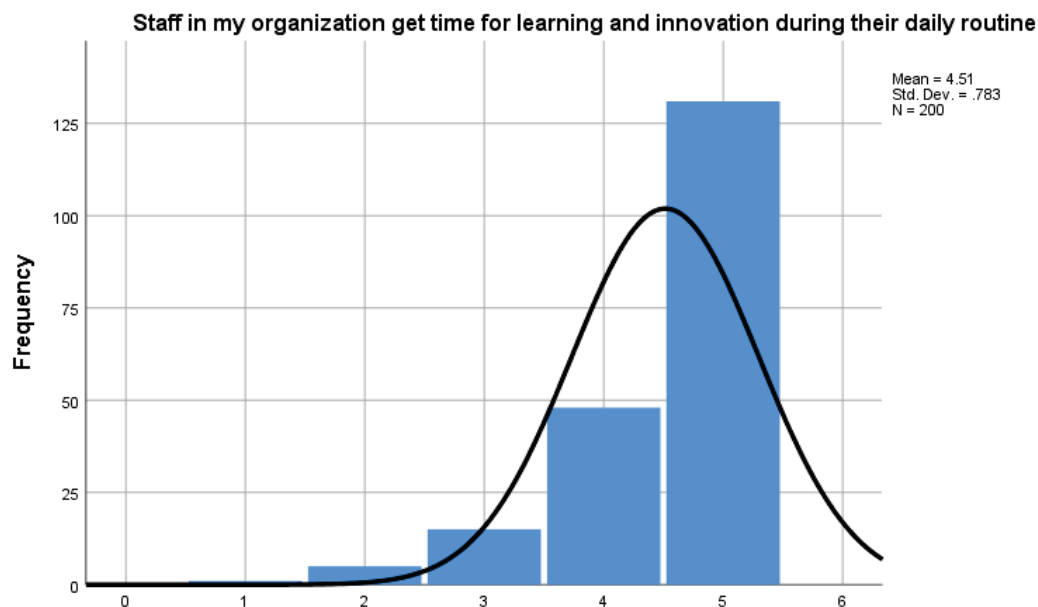


Figure 6- Learning and innovation during their daily routine.

The above table suggests that around 10% of the total samples are saying that their respective organizations doesn't give time for learning and there by innovation on day to day basis. The measure of dispersion and CT are mean=4.52, std. dev. = .783 and COVar=17.33%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

4. My organization focuses on developing new competencies even if the existing ones are effective

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.80	.514	10.72%
Neutral	4	2.0			
Agreed	29	14.5			
Strongly Agreed	166	83.0			
Total	200	100.0			

Table 4- Developing new competencies.

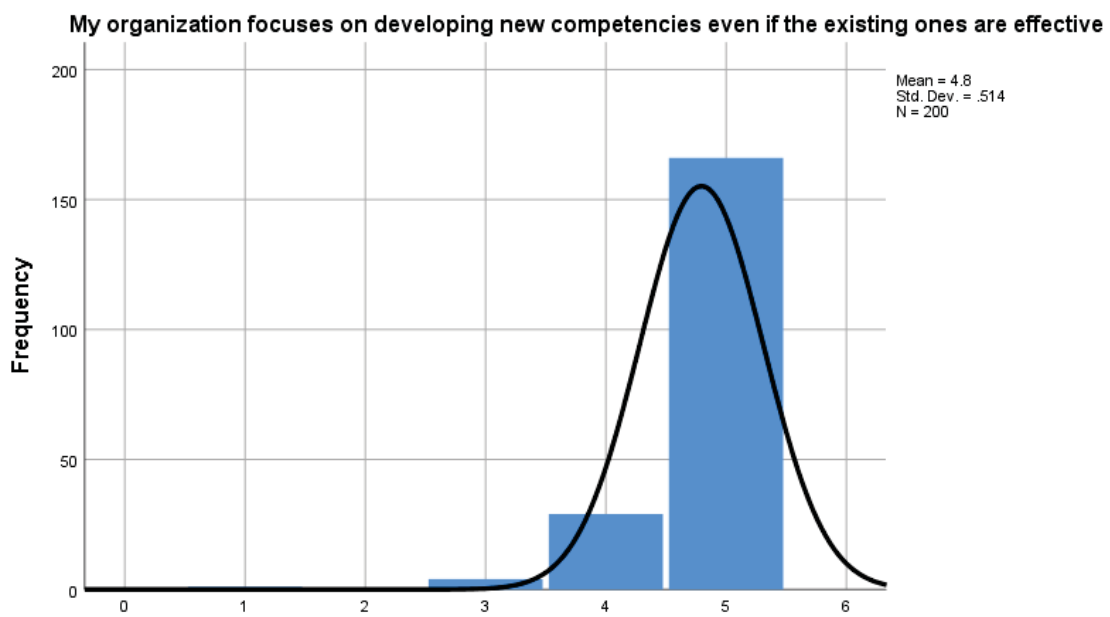


Figure 7- Developing new competencies.

The above table suggests that around 97% of the total samples are saying that their respective organizations are keen on acquiring new competencies by their employees. The measure of dispersion and CT are mean=4.80, std. dev. = .514 and COVar=10.72%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

5. Venture units in my organization facilitate and enable new product and service development

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	4	2.0	4.61	.762	16.53%
Neutral	10	5.0			
Agreed	42	21.0			
Strongly Agreed	144	72.0			
Total	200	100.0			

Table 5- New product and service development.



Figure 8- New product and service development.

The above table suggests that around 7% of the total samples are saying that their respective organizations doesn't facilitate NPD (new product development). The measure of dispersion and CT are mean=4.61, std. dev. = .762 and COVar=16.53%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

6. My organization is open to sourcing of ideas from shared forums and professional groups

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.66	.677	14.54%
Disagree	4	2.0			
Neutral	5	2.5			
Agreed	43	21.5			
Strongly Agreed	147	73.5			
Total	200	100.0			

Table 6- Forums and professional groups.

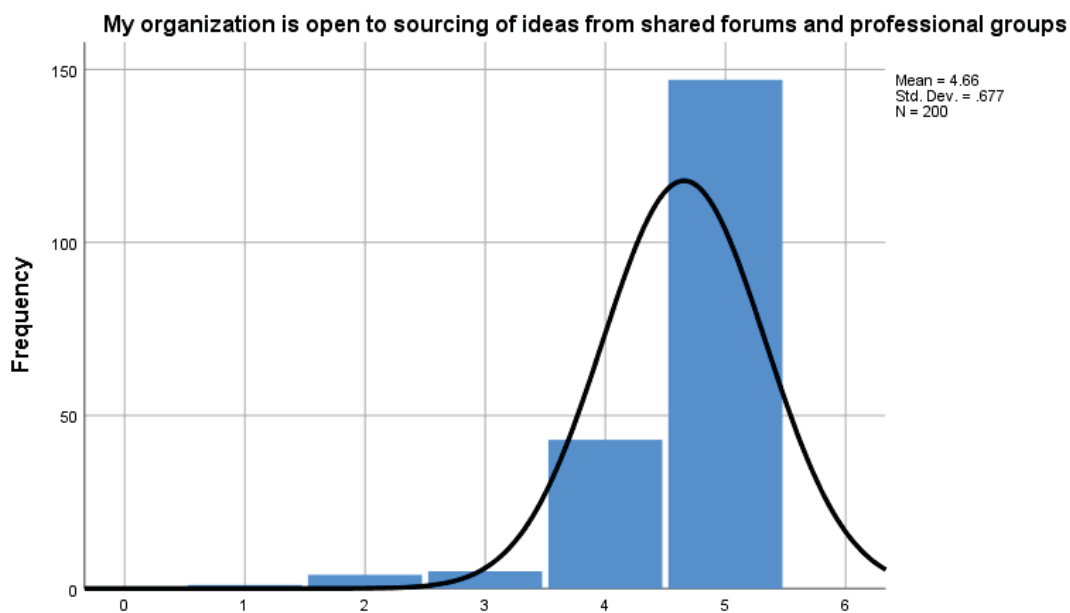


Figure 9- Forums and professional groups.

The above table suggests that around 95% of the total samples are saying that their respective organizations are open to ideas from outside the organization such as professional groups. The measure of dispersion and CT are mean=4.66, std. dev. = .677 and COVar=14.54%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

7. Innovation in my organization is perceived as too risky and is resisted

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagree	1	.5	4.71	.556	11.80%
Neutral	7	3.5			
Agreed	42	21.0			
Strongly Agreed	150	75.0			
Total	200	100.0			

Table 7- Innovation is perceived as too risky and is resisted.



Figure 10- Innovation is perceived as too risky and is resisted.

The above table suggests that around 96% of the total samples are saying that their respective organizations consider innovation as a risky affair. The measure of dispersion and CT are mean=4.71, std. dev. = .556 and COVar=11.80%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

8. Missing an opportunity in the market is considered as a risk in my organization

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	1	.5	4.81	.485	10.08%
Neutral	2	1.0			
Agreed	30	15.0			
Strongly Agreed	167	83.5			
Total	200	100.0			

Table 8- Missing an opportunity in the market is considered as a risk in my organization.

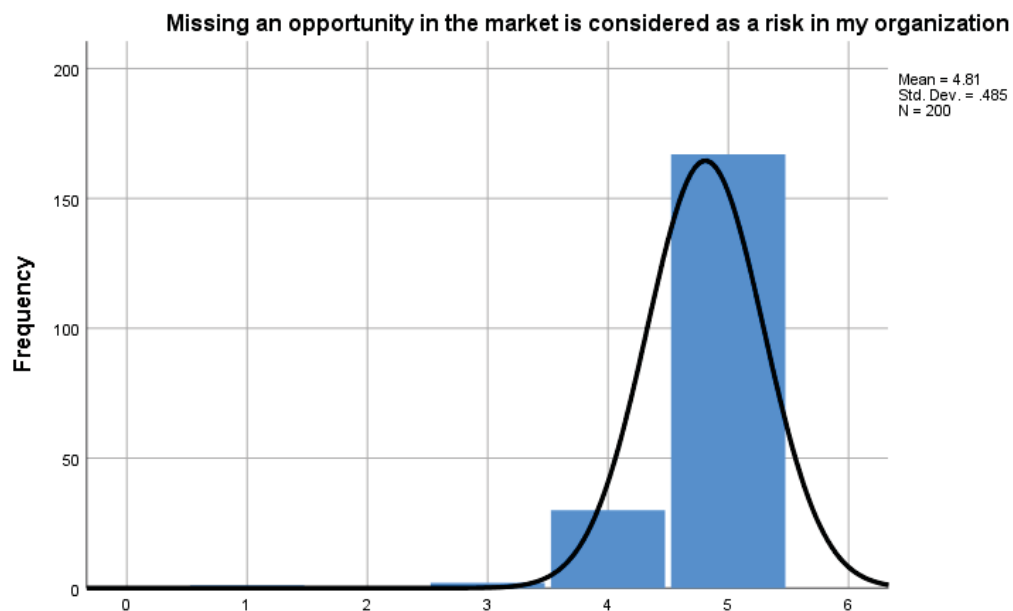


Figure 11- Missing an opportunity in the market is considered as a risk in my organization.

The above table suggests that around 98% of the total samples are saying that their respective organizations can't afford to lose an opportunity in market. The measure of dispersion and CT are mean=4.81, std. dev. = .485 and COVar=10.08%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

9. To make effective changes to our offering, my organization is willing to accept moderate level of risk

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	16	8.0	4.48	1.160	25.89%
Disagreed	3	1.5			
Neutral	4	2.0			
Agreed	24	12.0			
Strongly Agreed	153	76.5			
Total	200	100.0			

Table 9- Organization is willing to accept moderate level of risk.



Figure 12- Organization is willing to accept moderate level of risk.

The above table suggests that around 11% of the total samples are saying that their respective organizations don't want to take risk to improvise their offerings. The measure of dispersion and CT are mean=4.48, std. dev. = 1.160 and COVar=25.89%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

10. In my organization, if a manager takes a risk and fails, he or she is not penalized

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	13	6.5	4.35	1.115	25.63%
Disagreed	2	1.0			
Neutral	17	8.5			
Agreed	38	19.0			
Strongly Agreed	130	65.0			
Total	200	100.0			

Table 10- If a manager takes a risk and fails, he or she is not penalized.

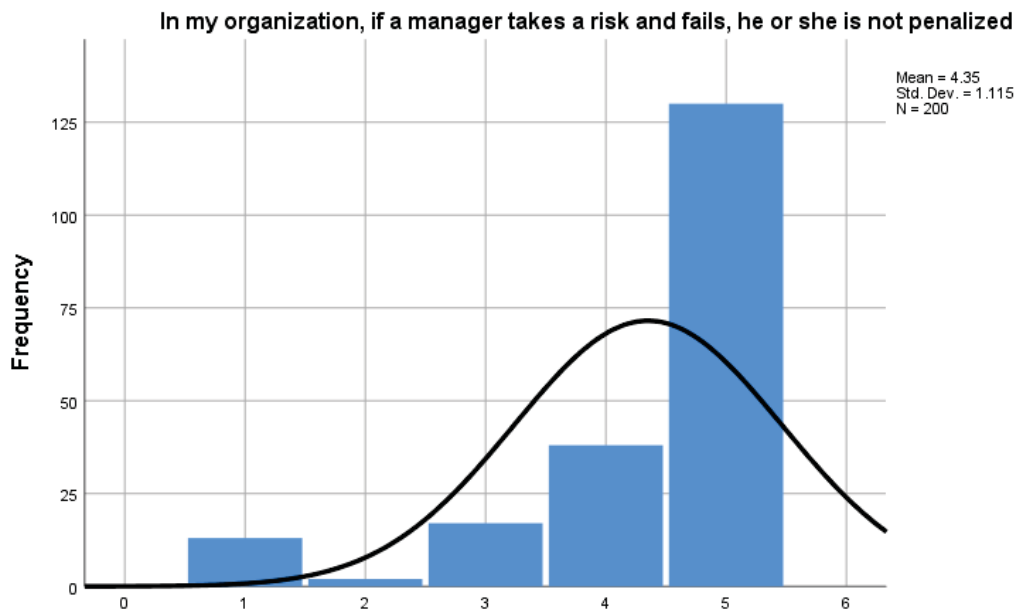


Figure 13- If a manager takes a risk and fails, he or she is not penalized.

The above table suggests that around 16% of the total samples are saying that their respective organizations doesn't penalize their staff for risky and failure tasks. The measure of dispersion and CT are mean=4.35, std. dev. = 1.115 and COVar=25.63%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

11. There are structure in my organization to monitor and manage risk

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	15	7.5	4.40	1.207	17%
Disagreed	6	3.0			
Neutral	13	6.5			
Agreed	17	8.5			
Strongly Agreed	149	74.5			
Total	200	100.0			

Table 11- Structure to monitor and manage risk.

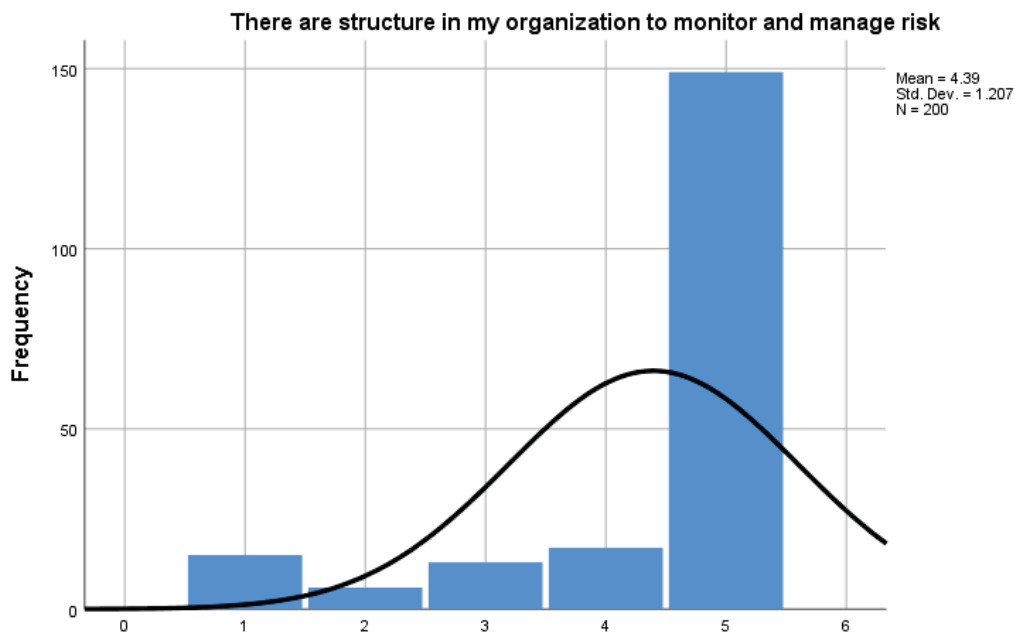


Figure 14- Structure to monitor and manage risk.

The above table suggests that around 17% of the total samples are saying that their respective organizations doesn't have a system to monitor and risk management. The measure of dispersion and CT are mean=4.40, std. dev. = 1.207 and COVar=17%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

12. My organization has a number of strategies that helps us to manage and reduce risks

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	7	3.5	4.56	.911	19.97%
Disagreed	3	1.5			
Neutral	7	3.5			
Agreed	37	18.5			
Strongly Agreed	146	73.0			
Total	200	100.0			

Table 12- Strategies to manage and reduce risks.



Figure 15- Strategies to manage and reduce risks.

The above table suggests that around 9% of the total samples are saying that their respective organizations doesn't have a strategy in place to manage and reduce risks. The measure of dispersion and CT are mean=4.56, std. dev. = .911 and COVar=19.97%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

13. My organization initiates actions to which competitors respond

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	3	1.5	4.54	.756	16.65%
Neutral	14	7.0			
Agreed	52	26.0			
Strongly Agreed	131	65.5			
Total	200	100.0			

Table 13- Initiates actions to which competitors respond.



Figure 16- Initiates actions to which competitors respond.

The above table suggests that around 91% of the total samples are saying that their respective organizations takes such action where competition has to respond to their actions. The measure of dispersion and CT are mean=4.54, std. dev. = .756 and COVar=16.65%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

14. My organization usually leads the market in product and service development

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	5	2.5	4.57	.883	19.32%
Disagree	4	2.0			
Neutral	11	5.5			
Agreed	32	16.0			
Strongly Agreed	148	74.0			
Total	200	100.0			

Table 14- Product and service development.

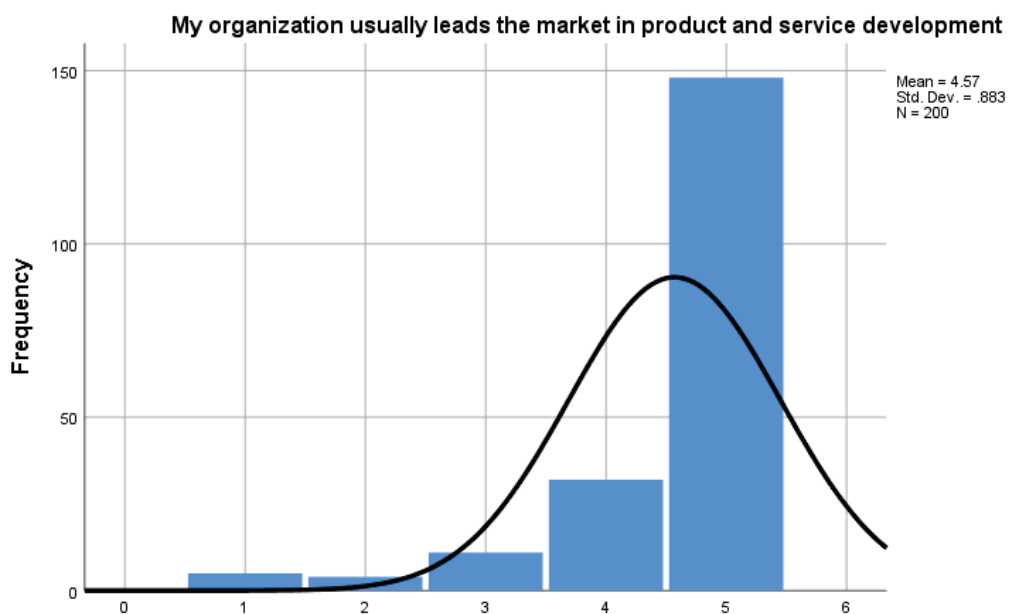


Figure 17- Product and service development.

The above table suggests that around 10% of the total samples are saying that their respective organizations doesn't lead in NPD(new product development)/service development. The measure of dispersion and CT are mean=4.57, std. dev. = .883 and COVar=19.32%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

15. Change in my organization happens regularly

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	29	14.5	4.07	1.422	34.93%
Disagree	3	1.5			
Neutral	12	6.0			
Agreed	38	19.0			
Strongly Agreed	118	59.0			
Total	200	100.0			

Table 15- Change happens regularly.



Figure 18- Change happens regularly.

The above table suggests that around 22% of the total samples are saying that their respective organizations doesn't change their approaches regularly. The measure of dispersion and CT are mean=4.07, std. dev. = 1.422 and COVar=34.93%. Since the COVar is more than one third which is 33%, thus there will be more incongruence in terms of responses of the samples collected.

16. My organization participates in strategic alliances/ partnerships / joint ventures with outside companies

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagree	3	1.5	4.53	.743	16.40%
Neutral	12	6.0			
Agreed	58	29.0			
Strongly Agreed	127	63.5			
Total	200	100.0			

Table 16- Strategic alliances/ partnerships / joint ventures with outside companies.

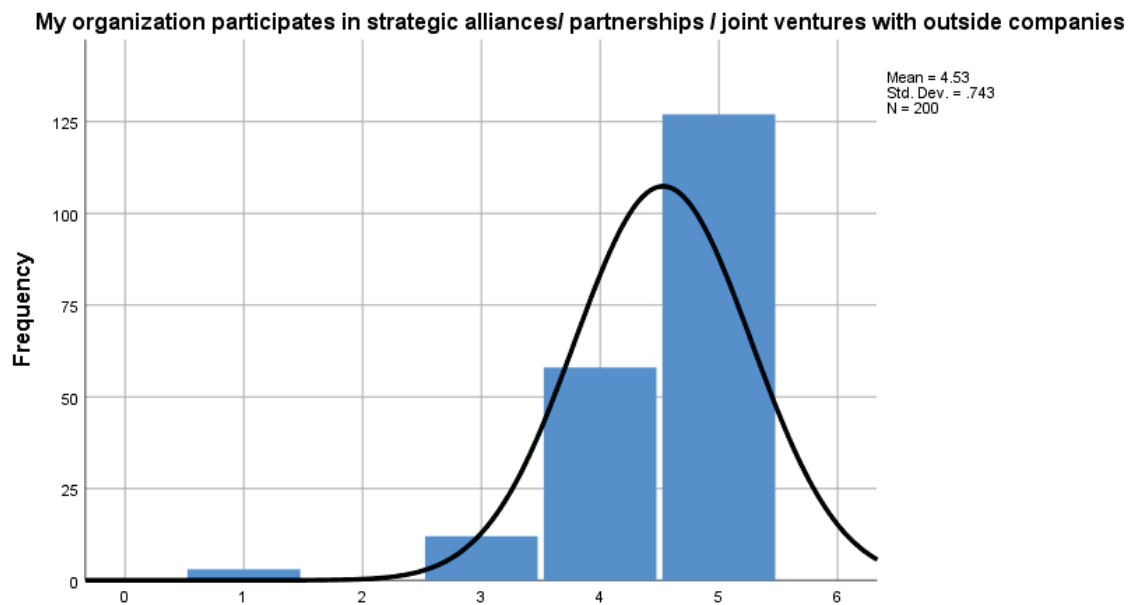


Figure 19- Strategic alliances/ partnerships / joint ventures with outside companies.

The above table suggests that around 92% of the total samples are saying that their respective organizations do alliances with other companies to get the work done. The measure of dispersion and CT are mean=4.53, std. dev. = .743 and COVar=16.40%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

17. Staff in my organization are encouraged to proactively monitor changes in the environment

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	7	3.5	4.75	.509	10.71%
Agreed	36	18.0			
Strongly Agreed	157	78.5			
Total	200	100.0			

Table 17- Proactively monitor changes in the environment.

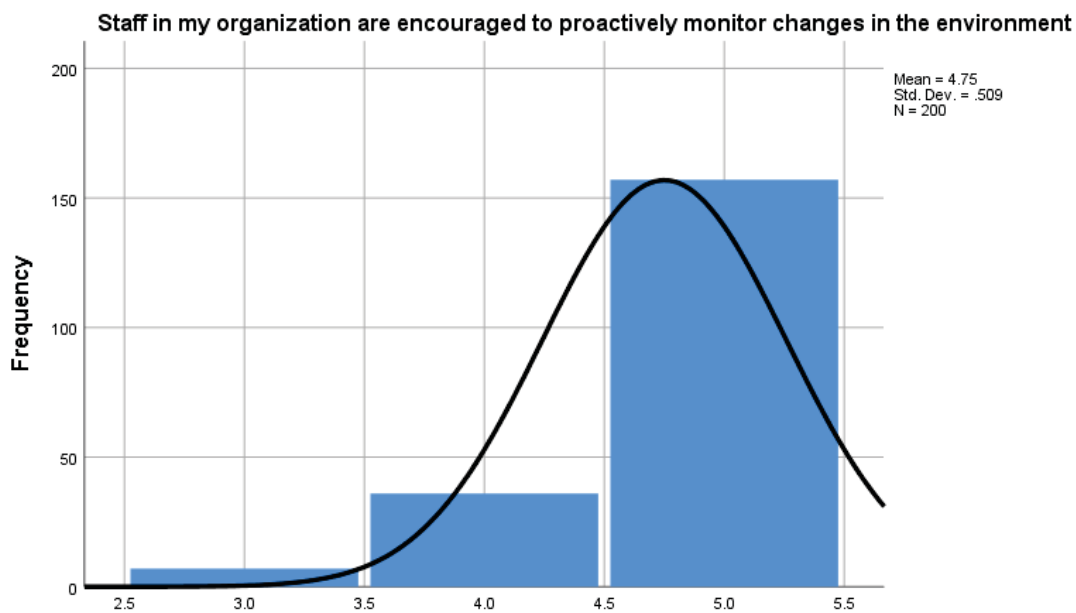


Figure 20- Proactively monitor changes in the environment.

The above table suggests that around 96% of the total samples are saying that their respective organizations encourages the employees to keep a tab on changes in business environment. The measure of dispersion and CT are mean=4.75, std. dev. = .509 and COVar=10.71%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

18. My organization places emphasis on beating competitors to enter new markets

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.66	.597	12.81%
Neutral	7	3.5			
Agreed	50	25.0			
Strongly Agreed	142	71.0			
Total	200	100.0			

Table 18- Competitors to enter new markets.

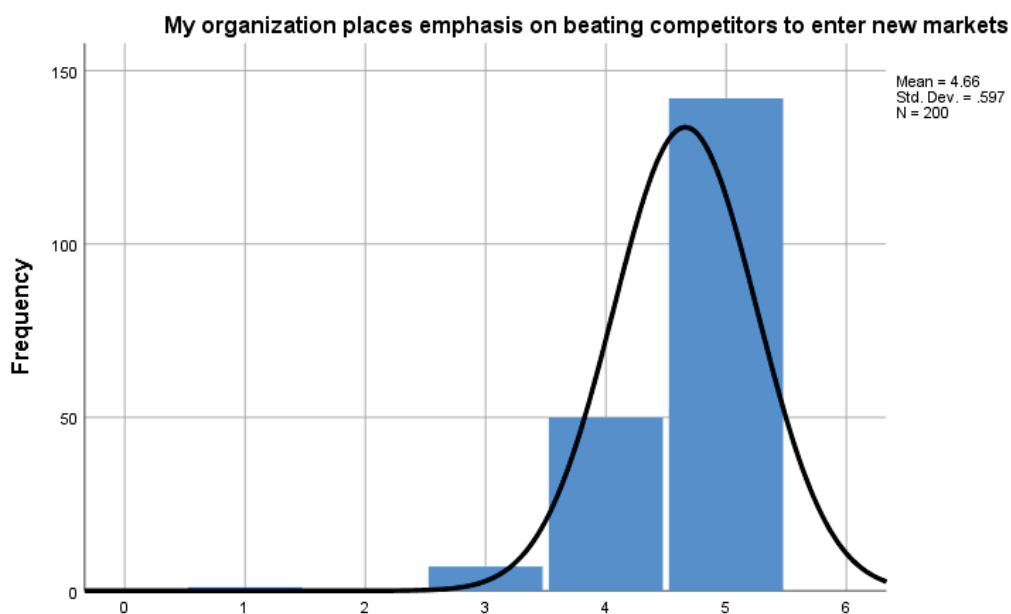


Figure 21- Competitors to enter new markets.

The above table suggests that around 96% of the total samples are saying that their respective organizations keep top priority to serve the unserved market before competitors. The measure of dispersion and CT are mean=4.66, std. dev. = .597 and COVar=12.81%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

19. My organization places emphasis on pushing costs lower, faster than our competitors do

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	26	13.0	4.21	1.339	31.80%
Neutral	6	3.0			
Agreed	43	21.5			
Strongly Agreed	125	62.5			
Total	200	100.0			

Table 19- Emphasis on pushing costs lower, faster than our competitors do.

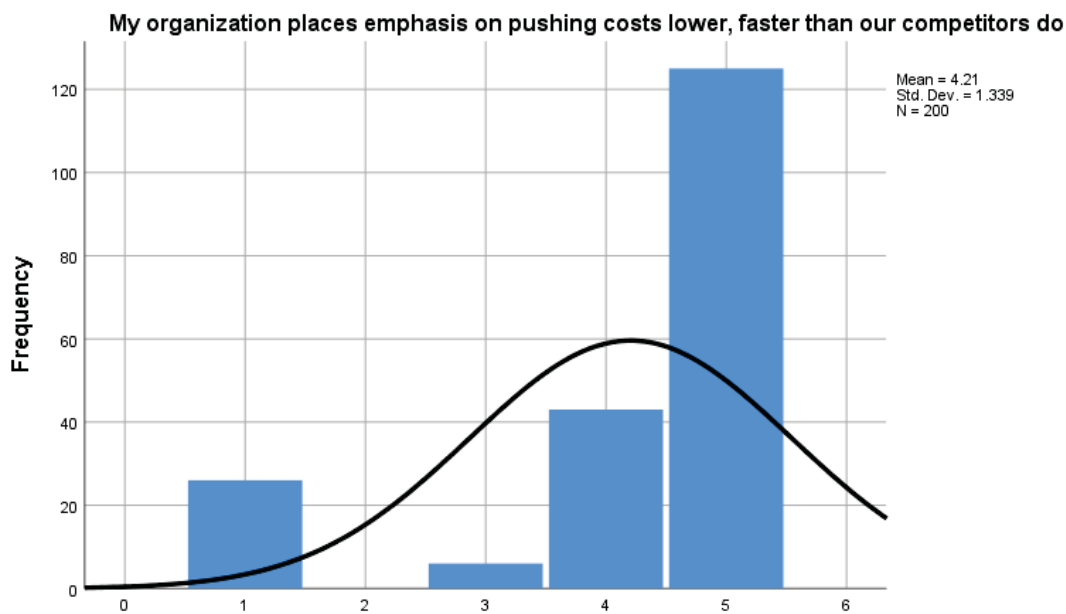


Figure 22- Emphasis on pushing costs lower, faster than our competitors do.

The above table suggests that around 16% of the total samples are saying that their respective organizations doesn't cut down the cost faster than their competitors. The measure of dispersion and CT are mean=4.21, std. dev. = 1.339 and COVar=31.80%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

20. My organization has adequate level of capabilities and resources to compete aggressively

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	15	7.5	4.40	1.207	27.43%
Disagreed	6	3.0			
Neutral	13	6.5			
Agreed	17	8.5			
Strongly Agreed	149	74.5			
Total	200	100.0			

Table 20- Capabilities and resources to compete aggressively.

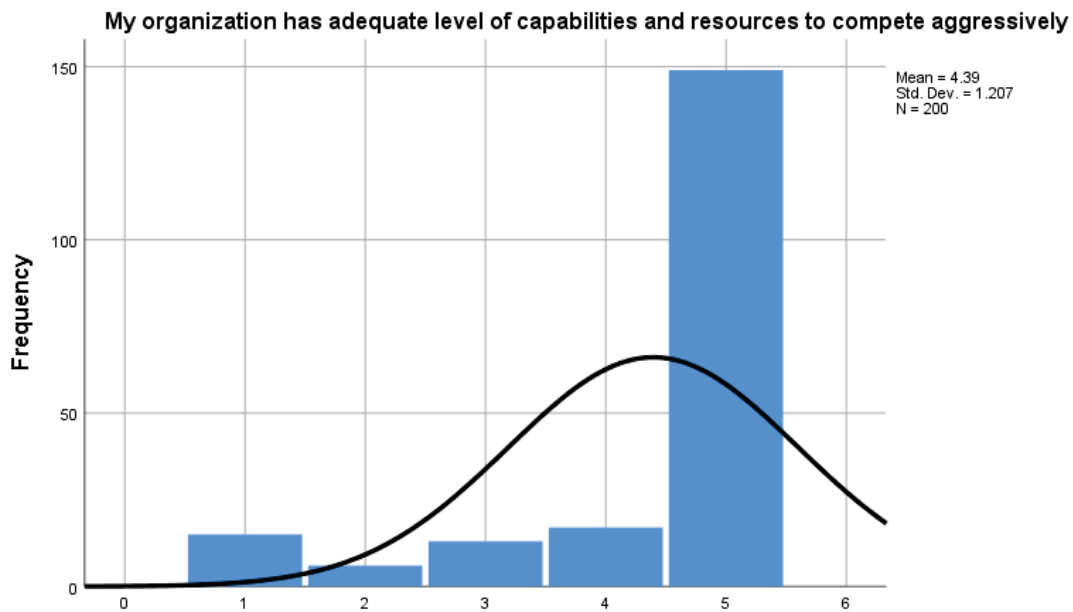


Figure 23- Capabilities and resources to compete aggressively.

The above table suggests that around 17% of the total samples are saying that their respective organizations have capabilities to aggressively compete with competitors. The measure of dispersion and CT are mean=4.40, std. dev. = 1.207 and COVar=27.43%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

21. My organization places emphasis on creating important partnerships with suppliers/retailers, on a higher level, than the competitors

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	7	3.5	4.56	.911	19.97%
Disagreed	3	1.5			
Neutral	7	3.5			
Agreed	37	18.5			
Strongly Agreed	146	73.0			
Total	200	100.0			

Table 21- Creating important partnerships with suppliers/retailers, on a higher level.

My organization places emphasis on creating important partnerships with suppliers/retailers, on a higher level, than the competitors

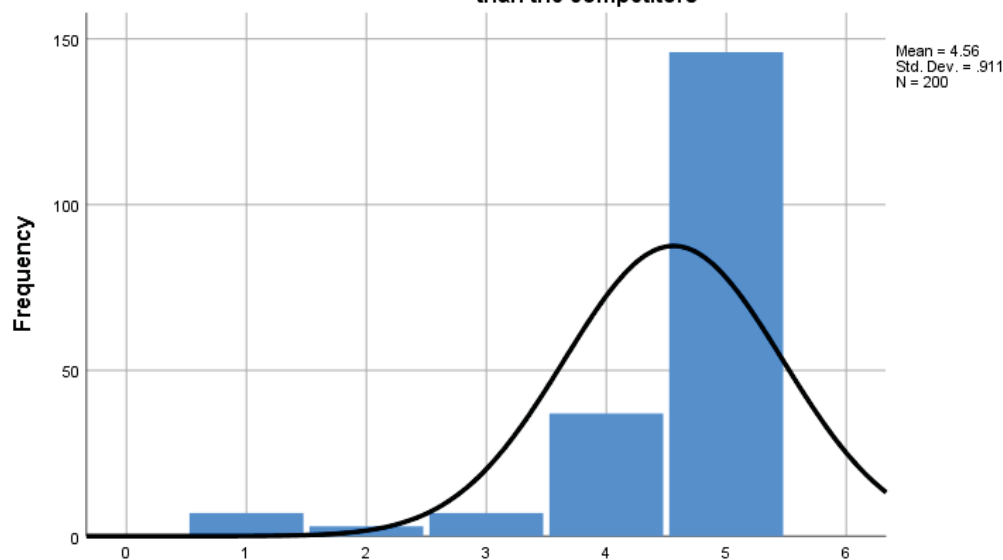


Figure 24- Creating important partnerships with suppliers/retailers, on a higher level.

The above table suggests that around 9% of the total samples are saying that their respective organizations doesn't place emphasis on building alliances faster than their competitors. The measure of dispersion and CT are mean=4.56, std. dev. = .911 and COVar=19.97%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

22. My organization uses multiple strategies to attack the competitors

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	3	1.5	4.54	.756	16.65%
Neutral	14	7.0			
Agreed	52	26.0			
Strongly Agreed	131	65.5			
Total	200	100.0			

Table 22- Strategies to attack the competitors.



Figure 25- Strategies to attack the competitors.

The above table suggests that around 92% of the total samples are saying that their respective organizations have tactics to defend competition. The measure of dispersion and CT are mean=4.54, std. dev. = .756 and COVar=16.65%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

23. My organization find ways to differentiate itself from competitors

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	5	2.5	4.57	.883	19.32%
Disagreed	4	2.0			
Neutral	11	5.5			
Agreed	32	16.0			
Strongly Agreed	148	74.0			
Total	200	100.0			

Table 23- Find ways to differentiate itself from competitors.

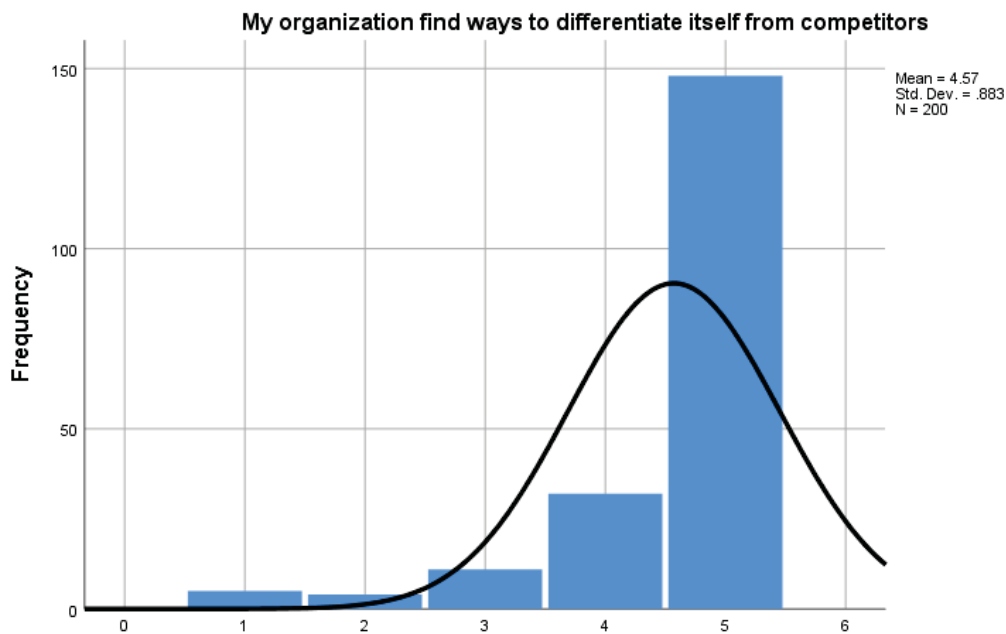


Figure 26- Find ways to differentiate itself from competitors.

The above table suggests that around 10% of the total samples are saying that their respective organizations doesn't differentiate themselves from the competition. The measure of dispersion and CT are mean=4.57, std. dev. = .883 and COVar=19.32%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

24. Staff members in my organization are not given the freedom to act

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	29	14.5	4.07	1.442	35.42%
Disagreed	3	1.5			
Neutral	12	6.0			
Agreed	38	19.0			
Strongly Agreed	118	59.0			
Total	200	100.0			

Table 24- Staff members are not given the freedom to act.



Figure 27- Staff members are not given the freedom to act.

The above table suggests that around 88% of the total samples are saying that their respective organizations doesn't allow them to freely do their work. The measure of dispersion and CT are mean=4.07, std. dev. = 1.442 and COVar=24%. Since the COVar is more than one third which is 33%, thus there will be more incongruence in terms of responses of the samples collected.

25. Staff members in my organization are allowed to deal with problems and opportunities

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	3	1.5	4.53	0.743	16.40%
Neutral	12	6.0			
Agreed	58	29.0			
Strongly Agreed	127	63.5			
Total	200	100.0			

Table 25- Staff members are allowed to deal with problems and opportunities.

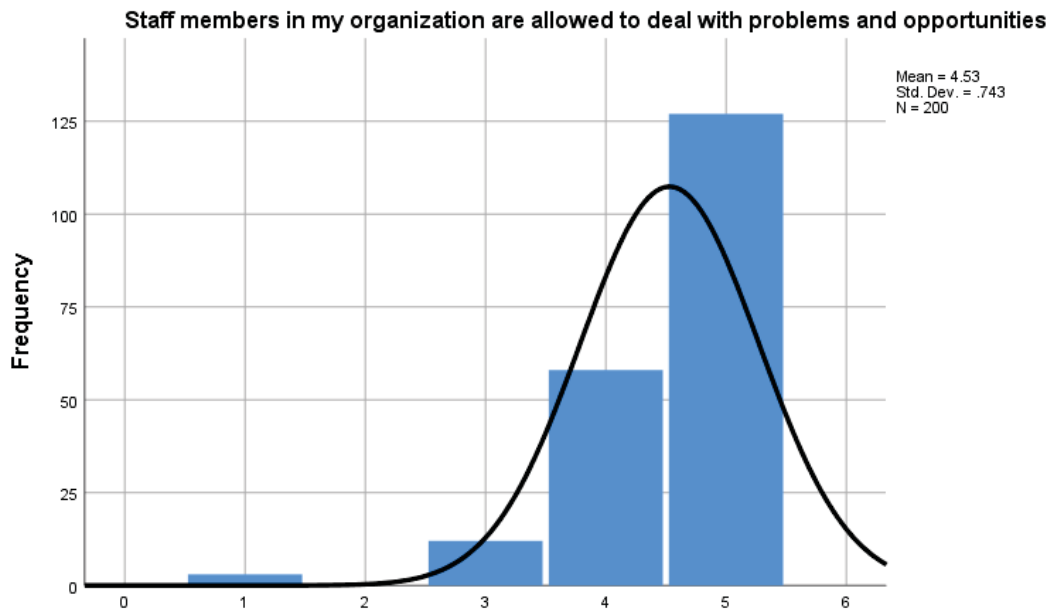


Figure 28- Staff members are allowed to deal with problems and opportunities.

The above table suggests that around 91% of the total samples are saying that their respective organizations allow them to deal the problems independently. The measure of dispersion and CT are mean=4.53, std. dev. = .743 and COVar=16.40%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

26. Operating divisions or sub-divisions in my organization are quite independent

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	7	3.5	4.75	.509	10.71%
Agreed	36	18.0			
Strongly Agreed	157	78.5			
Total	200	100.0			

Table 26- Operating divisions or sub-divisions are quite independent.

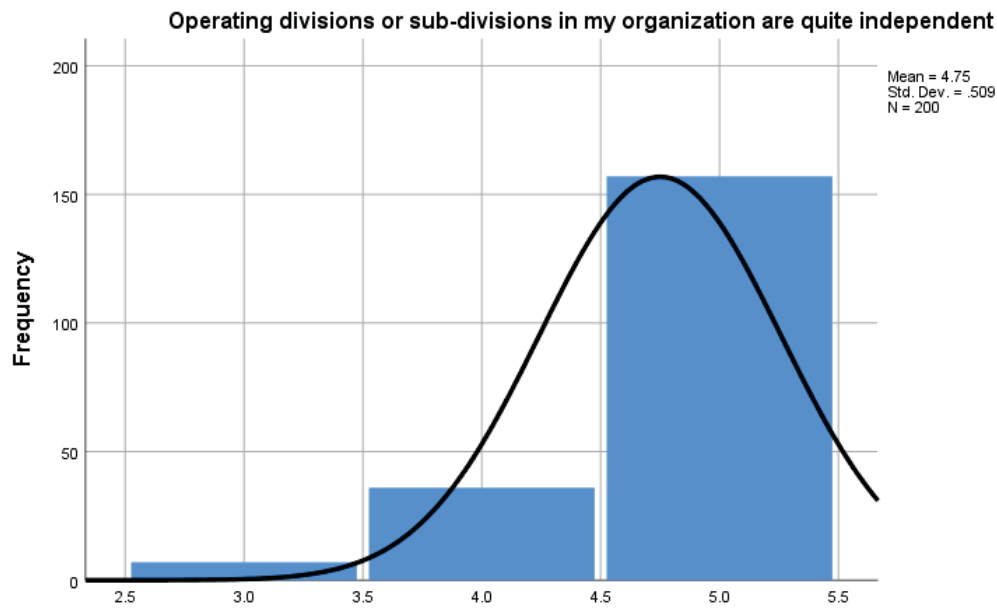


Figure 29- Operating divisions or sub-divisions are quite independent.

The above table suggests that around 96% of the total samples are saying that their respective organizations departments works independently. The measure of dispersion and CT are mean=4.75, std. dev. = .509 and COVar=10.71%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

27. The middle level managers in my organization have to take consent from senior management to take decisions

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.66	0.597	12.81%
Neutral	7	3.5			
Agreed	50	25.0			
Strongly Agreed	142	71.0			
Total	200	100.0			

Table 27- The middle level managers have to take consent from senior management to take decisions.

The middle level managers in my organization have to take consent from senior management to take decisions

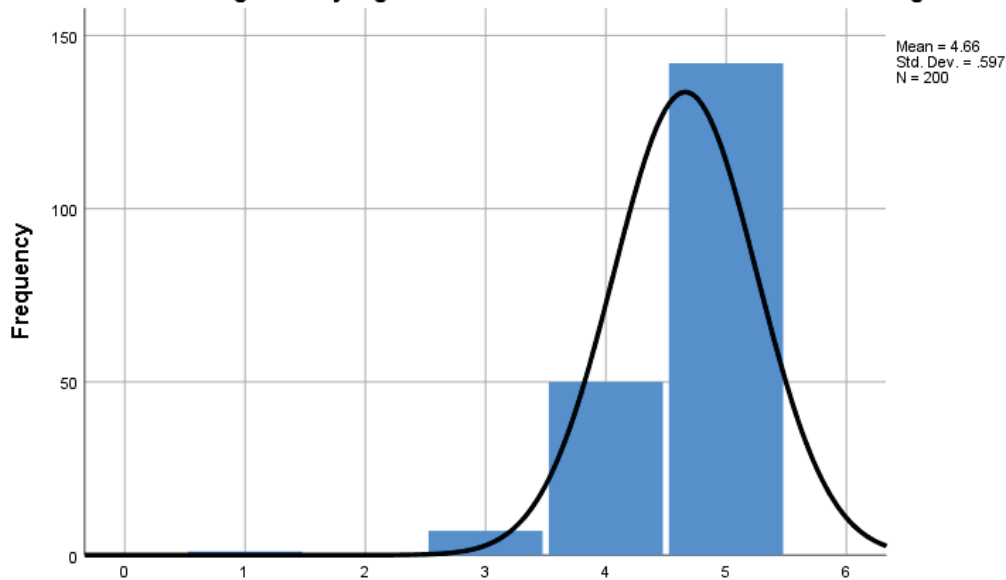


Figure 30- The middle level managers have to take consent from senior management to take decisions.

The above table suggests that around 96% of the total samples are saying that in their respective organizations managers has to take approvals from owners or seniors. The measure of dispersion and CT are mean=4.66, std. dev. = .597 and COVar=12.81%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

28. Top management in my organization assign new responsibilities to staff

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	26	13.0	4.21	1.339	31.80%
Neutral	6	3.0			
Agreed	43	21.5			
Strongly Agreed	125	62.5			
Total	200	100.0			

Table 28- Top management assign new responsibilities to staff.



Figure 31- Top management assign new responsibilities to staff.

The above table suggests that around 16% of the total samples are saying that their respective organizations doesn't assign new responsibilities to their staff. The measure of dispersion and CT are mean=4.21, std. dev. = 1.339 and COVar=31.80%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

29. I always find new and interesting aspects in my work.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	0.690	14.71%
Disagreed	2	1.0			
Neutral	8	4.0			
Agreed	32	16.0			
Strongly Agreed	156	78.0			
Total	200	100.0			

Table 29- New and interesting aspects in my work.



Figure 32- New and interesting aspects in my work.

The above table suggests that around 96% of the total samples are saying that they do find new ways to do their respective jobs. The measure of dispersion and CT are mean=4.69, std. dev. = 0.690 and COVar=14.71%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

30. There are days when I feel tired before I arrive at work.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.56	0.754	16.53%
Neutral	20	10.0			
Agreed	40	20.0			
Strongly Agreed	138	69.0			
Total	200	100.0			

Table 30- Feel tired before arrive at work.

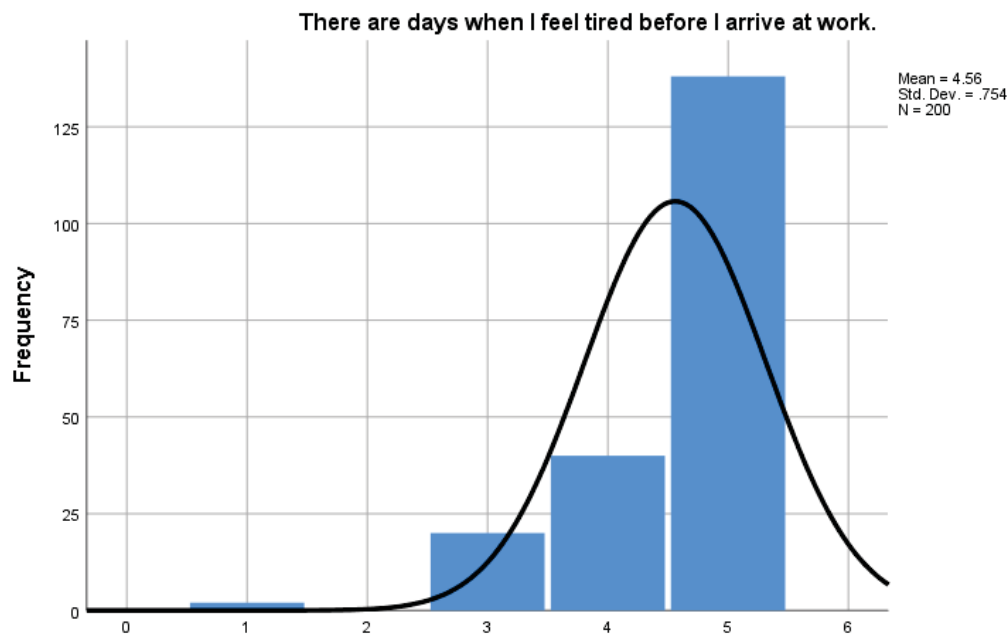


Figure 33- Feel tired before arrive at work.

The above table suggests that around 79% of the total samples are saying that they do feel tired while they arrive at their workplace. The measure of dispersion and CT are mean=4.56, std. dev. = 0.754 and COVar=16.53%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

31. It happens more and more often that I talk about my work in a negative way.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.48	0.808	18.03%
Disagreed	2	1.0			
Neutral	22	11.0			
Agreed	46	23.0			
Strongly Agreed	128	64.0			
Total	200	100.0			

Table 31- Talking about work in a negative way.



Figure 34- Talking about work in a negative way.

The above table suggests that around 87% of the total samples are saying that nowadays they are speaking about their work in negative way and its coming naturally. The measure of dispersion and CT are mean=4.48, std. dev. = 0.808 and COVar=18.03%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

32. After work, I tend to need more time than in the past in order to relax and feel better.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	2	1.0	4.70	.610	12.97%
Neutral	10	5.0			
Agreed	34	17.0			
Strongly Agreed	154	77.0			
Total	200	100.0			

Table 32- Need more time than in the past in order to relax and feel better.

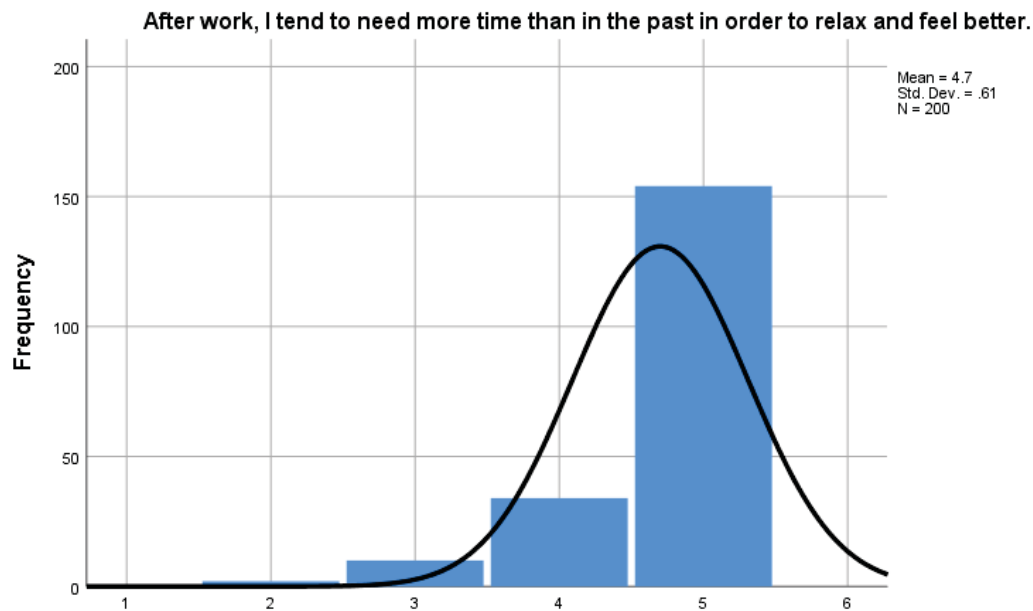


Figure 35- Need more time than in the past in order to relax and feel better.

The above table suggests that around 94% of the total samples are saying that they need more time to relax and feel rejuvenated. The measure of dispersion and CT are mean=4.70, std. dev. = 0.610 and COVar=12.97%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

33. I can tolerate the pressure of my work very well.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	4	2.0	4.48	.743	16.58%
Neutral	18	9.0			
Agreed	56	28.0			
Strongly Agreed	122	61.0			
Total	200	100.0			

Table 33- Tolerate the pressure of work very well.

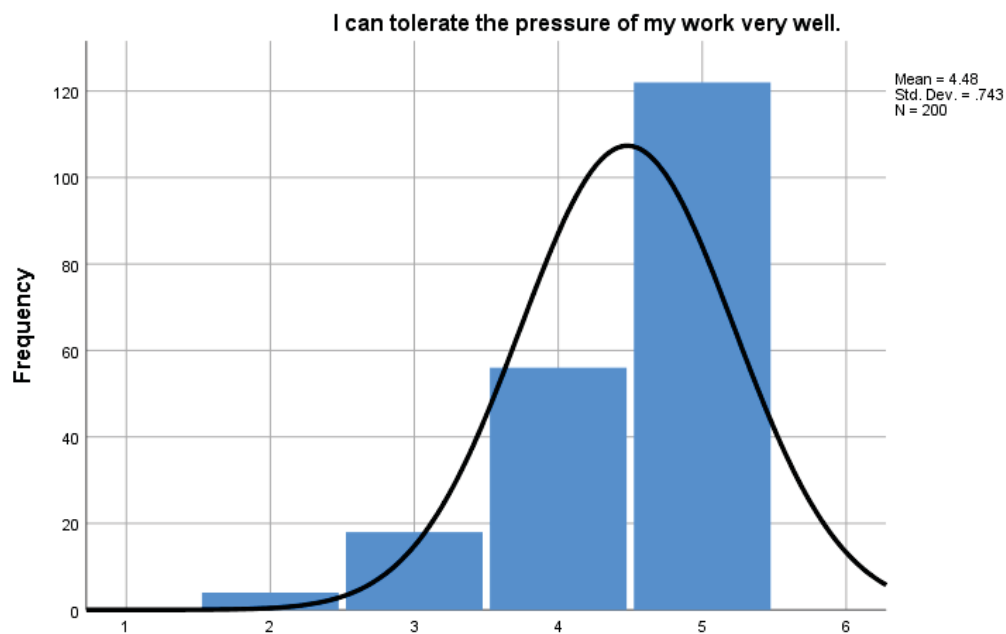


Figure 36- Tolerate the pressure of work very well.

The above table suggests that around 89% of the total samples are saying that they can well tolerate their demands of work or work pressure. The measure of dispersion and CT are mean=4.48, std. dev. = .743 and COVar=16.58%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

34. Lately, I tend to think less at work and do my job almost mechanically.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.39	.849	19.33%
Neutral	36	18.0			
Agreed	42	21.0			
Strongly Agreed	120	60.0			
Total	200	100.0			

Table 34- Think less at work and do job almost mechanically.

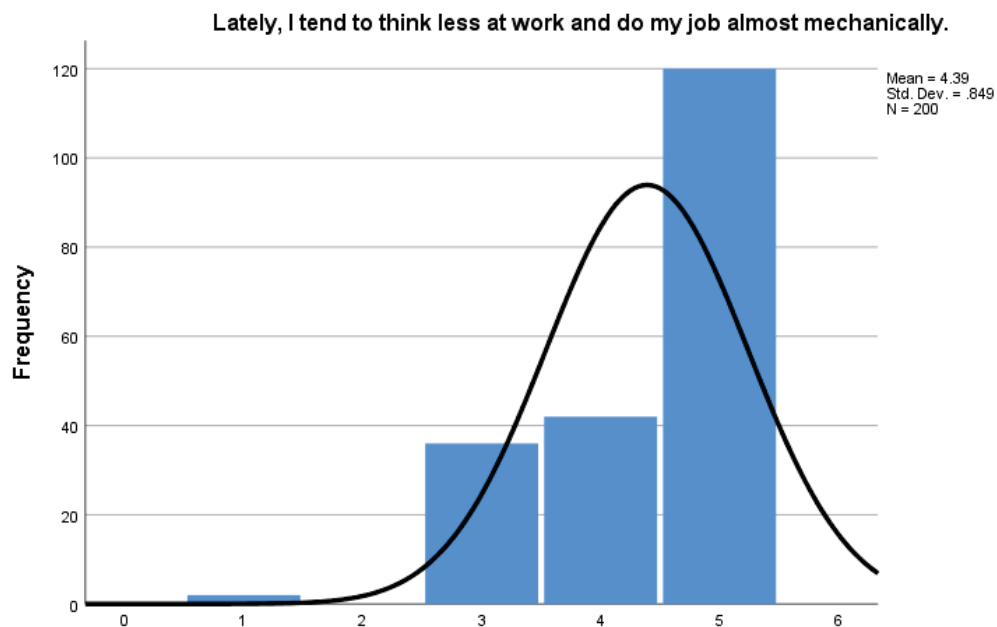


Figure 37- Think less at work and do job almost mechanically.

The above table suggests that around 81% of the total samples are saying that nowadays they are working more like a robot and not use to think much. The measure of dispersion and CT are mean=4.39, std. dev. = .849 and COVar=19.33%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

35. I find my work to be a positive challenge.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	6	3.0	4.55	.890	19.56%
Neutral	18	9.0			
Agreed	30	15.0			
Strongly Agreed	146	73.0			
Total	200	100.0			

Table 35- Find work to be a positive challenge.



Figure 38- Find work to be a positive challenge.

The above table suggests that around 88% of the total samples are saying that they are considering their work as a challenging one in positive aspect. The measure of dispersion and CT are mean=4.55, std. dev. = .890 and COVar=19.56%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

36. During my work, I often feel emotionally drained.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.690	14.71%
Disagreed	2	1.0			
Neutral	8	4.0			
Agreed	32	16.0			
Strongly Agreed	156	78.0			
Total	200	100.0			

Table 36- During work, often feel emotionally drained.



Figure 39- During work, often feel emotionally drained.

The above table suggests that around 94% of the total samples are saying that they are emotionally drained at their work. The measure of dispersion and CT are mean=4.69, std. dev. = .690 and COVar=14.71%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

37. Over time, one can become disconnected from this type of work.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.56	.754	16.53%
Neutral	20	10.0			
Agreed	40	20.0			
Strongly Agreed	138	69.0			
Total	200	100.0			

Table 37- Over time, one can become disconnected from this type of work.

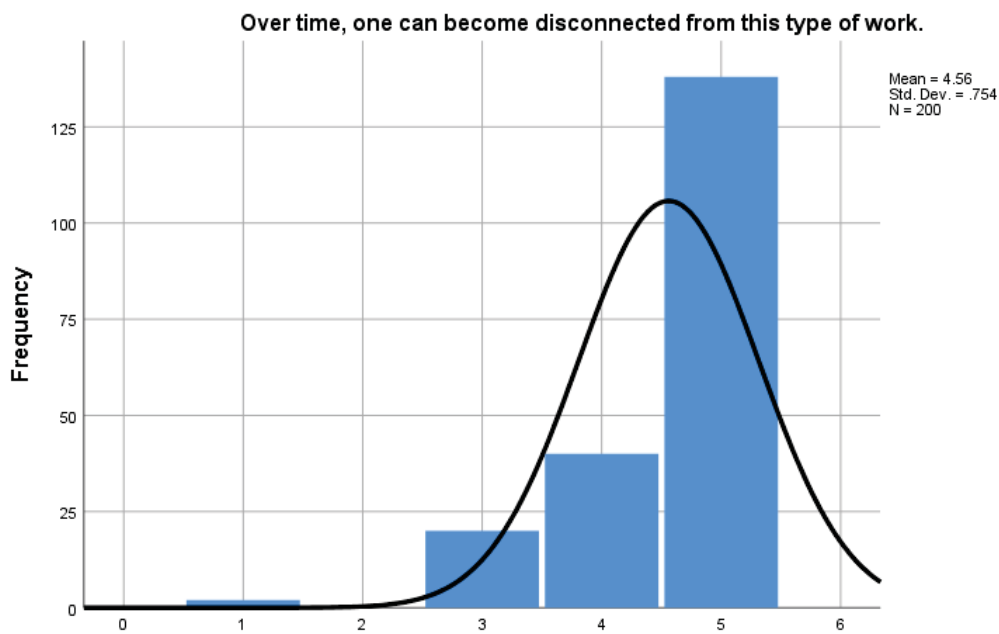


Figure 40- Over time, one can become disconnected from this type of work.

The above table suggests that around 89% of the total samples are saying that if such thing continues one may disconnect from their respective work. The measure of dispersion and CT are mean=4.56, std. dev. = .754 and COVar=16.53%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

38. After working, I have enough energy for my leisure activities.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.48	.808	18.03%
Disagreed	2	1.0			
Neutral	22	11.0			
Agreed	46	23.0			
Strongly Agreed	128	64.0			
Total	200	100.0			

Table 38- After working, enough energy for leisure activities.

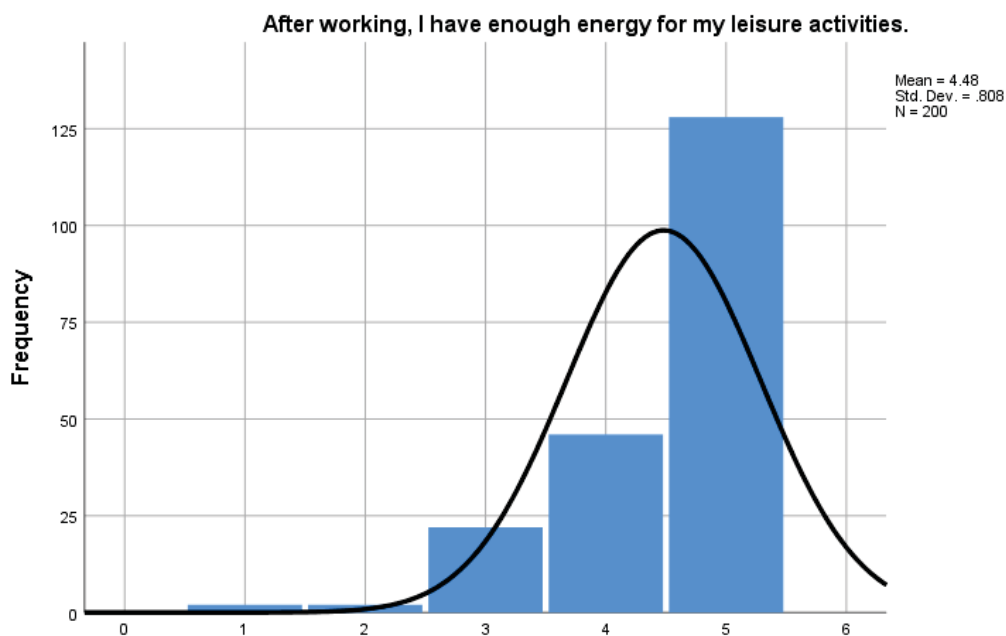


Figure 41- After working, enough energy for leisure activities.

The above table suggests that around 87% of the total samples are saying that they have energies to engage into their leisure activities. The measure of dispersion and CT are mean=4.48, std. dev. = .808 and COVar=18.03%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

39. Sometimes I feel sickened by my work tasks.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.690	14.71%
Disagreed	2	1.0			
Neutral	8	4.0			
Agreed	32	16.0			
Strongly Agreed	156	78.0			
Total	200	100.0			

Table 39- Sometimes feel sickened by work tasks.

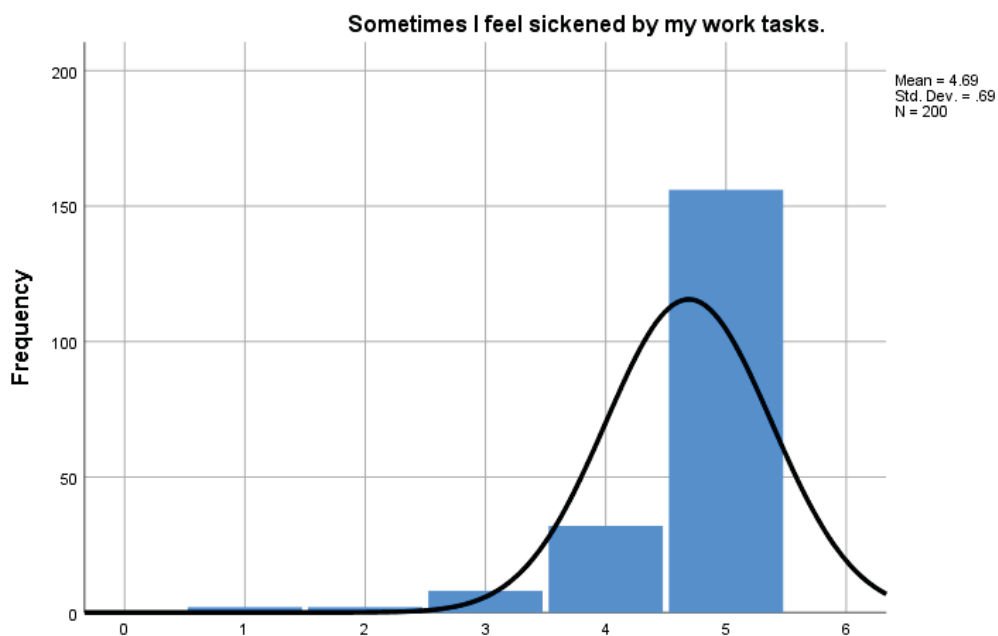


Figure 42- Sometimes feel sickened by work tasks.

The above table suggests that around 94% of the total samples are saying that they feel sick with their tasks at workplace. The measure of dispersion and CT are mean=4.69, std. dev. = .690 and COVar=14.71%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

40. After my work, I usually feel worn out and weary.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.56	.754	16.53%
Neutral	20	10.0			
Agreed	40	20.0			
Strongly Agreed	138	69.0			
Total	200	100.0			

Table 40- After work, usually feel worn out and weary.



Figure 43- After work, usually feel worn out and weary.

The above table suggests that around 89% of the total samples are saying that they feel drained out at the end of the day after work. The measure of dispersion and CT are mean=4.56, std. dev. = .754 and COVar=16.53%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

41. This is the only type of work that I can imagine myself doing.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.48	.808	18.03%
Disagreed	2	1.0			
Neutral	22	11.0			
Agreed	46	23.0			
Strongly Agreed	128	64.0			
Total	200	100.0			

Table 41- This is the only type of work that can imagine myself doing.



Figure 44- This is the only type of work that can imagine myself doing.

The above table suggests that around 13% of the total samples are saying that they have different things on their mind related to their work which is not in their routine. The measure of dispersion and CT are mean=4.48, std. dev. = .808 and COVar=18.03%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

42. Usually, I can manage the amount of my work well.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	2	1.0	4.70	.610	12.97%
Neutral	10	5.0			
Agreed	34	17.0			
Strongly Agreed	154	77.0			
Total	200	100.0			

Table 42- Manage the amount of work well.

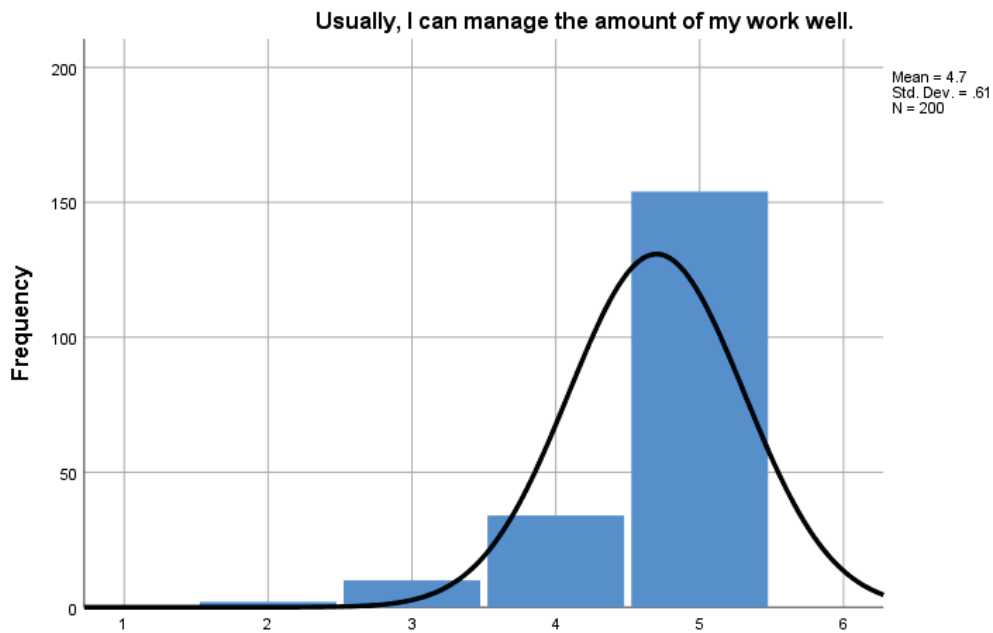


Figure 45- Manage the amount of work well.

The above table suggests that around 94% of the total samples are saying that they can manage their work very well. The measure of dispersion and CT are mean=4.70, std. dev. = .61 and COVar=12.97%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

43. I feel more and more engaged in my work.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	4	2.0	4.48	.743	16.58%
Neutral	18	9.0			
Agreed	56	28.0			
Strongly Agreed	122	61.0			
Total	200	100.0			

Table 43- Feel more and more engaged in work.



Figure 46- Feel more and more engaged in work.

The above table suggests that around 11% of the total samples are saying that they don't feel engaged in their respective work. The measure of dispersion and CT are mean=4.48, std. dev. = .743 and COVar=16.58%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

44. When I work, I usually feel energized.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.39	.849	19.33%
Neutral	36	18.0			
Agreed	42	21.0			
Strongly Agreed	120	60.0			
Total	200	100.0			

Table 44- When I work, usually feel energized.

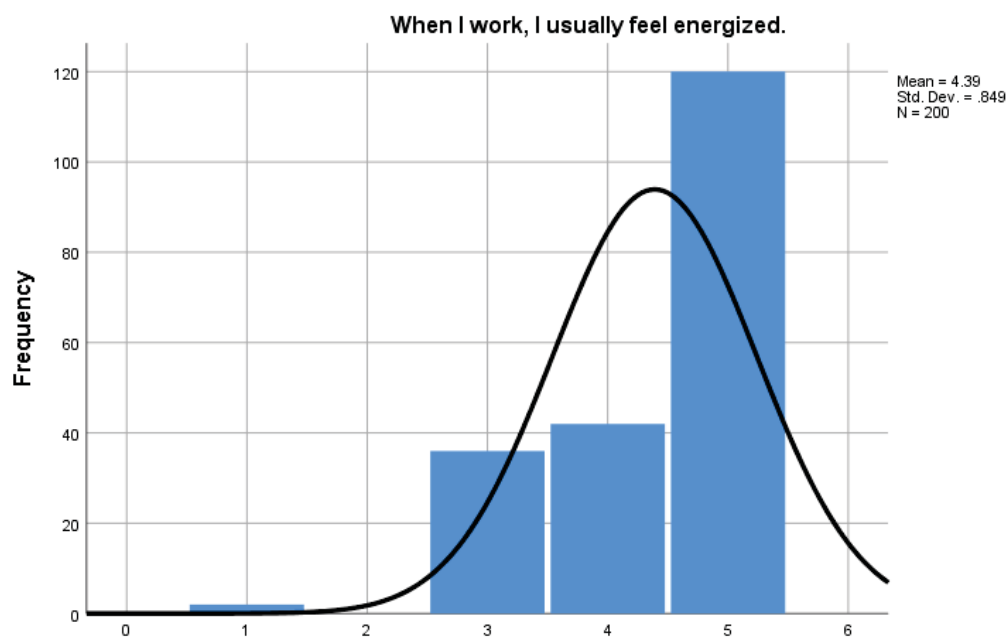


Figure 47- When I work, usually feel energized.

The above table suggests that around 19% of the total samples are saying that they don't feel energetic while working. The measure of dispersion and CT are mean=4.39, std. dev. = .849 and COVar=19.33%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

45. I am pleased with the work that is done in my business.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	8	4.0	4.49	.997	22.20%
Disagreed	5	2.5			
Neutral	11	5.5			
Agreed	33	16.5			
Strongly Agreed	143	71.5			
Total	200	100.0			

Table 45- I am pleased with the work that is done in my business.



Figure 48- I am pleased with the work that is done in my business.

The above table suggests that around 12% of the total samples are saying that they are not happy with the work they are doing or somehow not satisfied. The measure of dispersion and CT are mean=4.49, std. dev. = .997 and COVar=22.20%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

46. I think that the things I do with my company as a business owner make me happy.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	11	5.5	4.34	1.044	24.05%
Disagreed	3	1.5			
Neutral	11	5.5			
Agreed	57	28.5			
Strongly Agreed	118	59.0			
Total	200	100.0			

Table 46- Business owner make me happy.

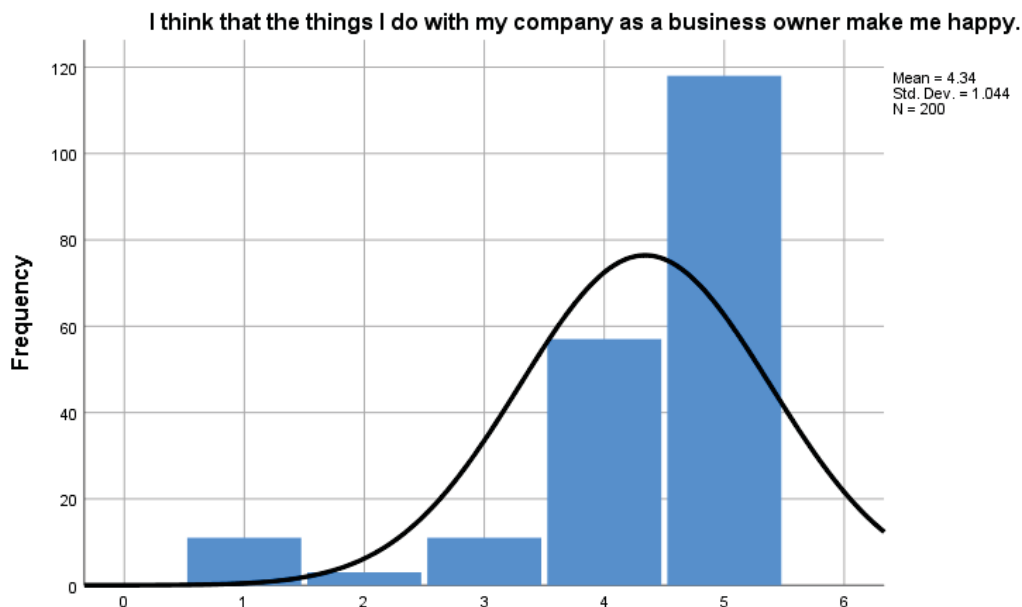


Figure 49- Business owner make me happy.

The above table suggests that around 13% of the total samples are saying that what they do at their work doesn't make them happy or at least feel happy about it. The measure of dispersion and CT are mean=4.34, std. dev. = 1.044 and COVar=24.05%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

47. I love the job I do.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.76	.628	13.19%
Disagreed	1	.5			
Neutral	6	3.0			
Agreed	25	12.5			
Strongly Agreed	166	83.0			
Total	200	100.0			

Table 47- Love the job I do.



Figure 50- Love the job I do.

The above table suggests that around 96% of the total samples are saying that they like their work. The measure of dispersion and CT are mean=4.76, std. dev. = .628 and COVar=13.19%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

48. The tasks I do for my business are as important as my personal tasks.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.59	.569	12.39%
Neutral	5	2.5			
Agreed	69	34.5			
Strongly Agreed	125	62.5			
Total	200	100.0			

Table 48- Tasks I do for my business are as important as my personal tasks.



Figure 51- Tasks I do for my business are as important as my personal tasks.

The above table suggests that around 97% of the total samples are saying that they take ownership of their work and consider it as important as their personal work. The measure of dispersion and CT are mean=4.59, std. dev. = .569 and COVar=12.39%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

49. I would rather spend time on my business than on other activities.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.64	.673	14.50%
Neutral	19	9.5			
Agreed	31	15.5			
Strongly Agreed	149	74.5			
Total	200	100.0			

Table 49- Spend time on my business than on other activities.

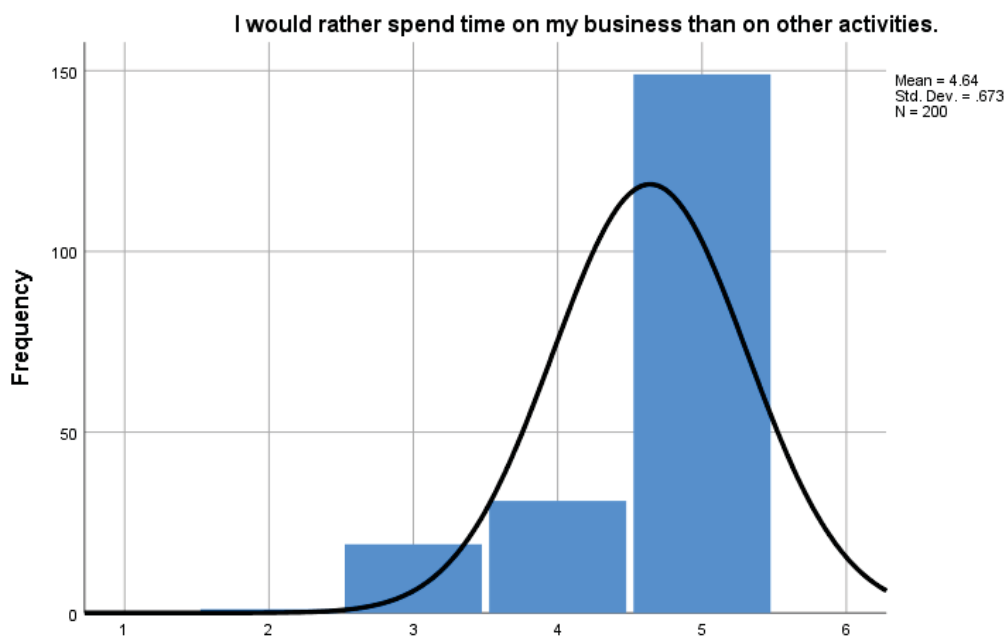


Figure 52- Spend time on my business than on other activities.

The above table suggests that around 10% of the total samples are saying that they would spend time on other things also apart from business. The measure of dispersion and CT are mean=4.64, std. dev. = .673 and COVar=14.50%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

50. I am doing the job I have dreamed about since I was a kid.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	7	3.5	4.63	.733	15.83%
Neutral	9	4.5			
Agreed	36	18.0			
Strongly Agreed	148	74.0			
Total	200	100.0			

Table 50- I am doing the job I have dreamed about since I was a kid.



Figure 53- I am doing the job I have dreamed about since I was a kid.

The above table suggests that around 92% of the total samples are saying that they are doing what they have thought in their childhood to become entrepreneur. The measure of dispersion and CT are mean=4.63, std. dev. = .733 and COVar=15.83%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

51. Most of the work done at my business is aimed at achieving the company's goals rather than my personal goals.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	4	2.0	4.70	.673	14.31%
Neutral	12	6.0			
Agreed	24	12.0			
Strongly Agreed	160	80.0			
Total	200	100.0			

Table 51- Achieving the company's goals rather than personal goals.



Figure 54- Achieving the company's goals rather than personal goals.

The above table suggests that around 92% of the total samples are saying that the work they do in their business is focused on achieving the goal of company. The measure of dispersion and CT are mean=4.70, std. dev. = .673 and COVar=14.31%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

52. In my business, work is the top priority.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.497	10.37%
Neutral	2	1.0			
Agreed	34	17.0			
Strongly Agreed	163	81.5			
Total	200	100.0			

Table 52- Work is the top priority.



Figure 55- Work is the top priority.

The above table suggests that around 98% of the total samples are saying that in their business work is top most priority. The measure of dispersion and CT are mean=4.79, std. dev. = .497 and COVar=10.37%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

53. Most of the work done at my business consists of activities that must be done quickly and correctly.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.539	11.25%
Neutral	6	3.0			
Agreed	27	13.5			
Strongly Agreed	166	83.0			
Total	200	100.0			

Table 53- Activities that must be done quickly and correctly.

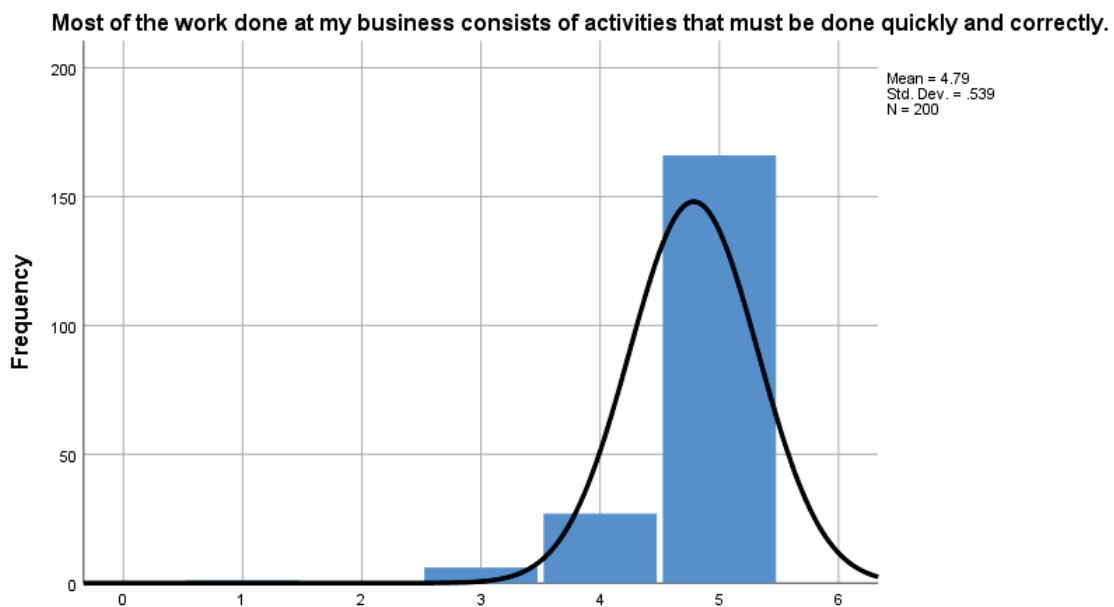


Figure 56- Activities that must be done quickly and correctly.

The above table suggests that around 96% of the total samples are saying that the work going on in their respective business is urgent one. The measure of dispersion and CT are mean=4.79, std. dev. = .539 and COVar=11.25%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

54. I only know a portion of the specialized information required by my job.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	5	2.5	4.74	.494	10.42%
Agreed	42	21.0			
Strongly Agreed	153	76.5			
Total	200	100.0			

Table 54- I only know a portion of the specialized information required by my job.

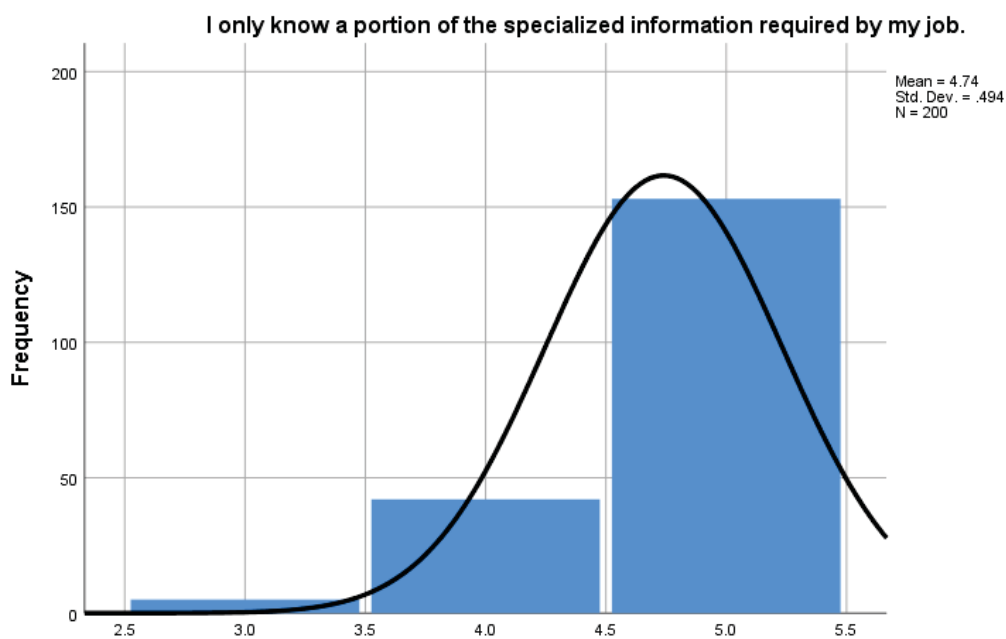


Figure 57- I only know a portion of the specialized information required by my job.

The above table suggests that around 97% of the total samples are saying that they are well versed with only certain things of their job. The measure of dispersion and CT are mean=4.74, std. dev. = .494 and COVar=10.42%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

55. Most of my time is spent on activities that are not required by my job.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	4	2.0	4.82	.438	9.08%
Agreed	29	14.5			
Strongly Agreed	167	83.5			
Total	200	100.0			

Table 55- Time is spent on activities that are not required by my job.



Figure 58- Time is spent on activities that are not required by my job.

The above table suggests that around 98% of the total samples are saying that they are spending their time on activities which is not required by their job. The measure of dispersion and CT are mean=4.82, std. dev. = .438 and COVar= 9.08%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

56. The workload at my business is very high.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	11	5.5	4.68	.575	12.28%
Agreed	43	21.5			
Strongly Agreed	146	73.0			
Total	200	100.0			

Table 56- The workload at my business is very high.

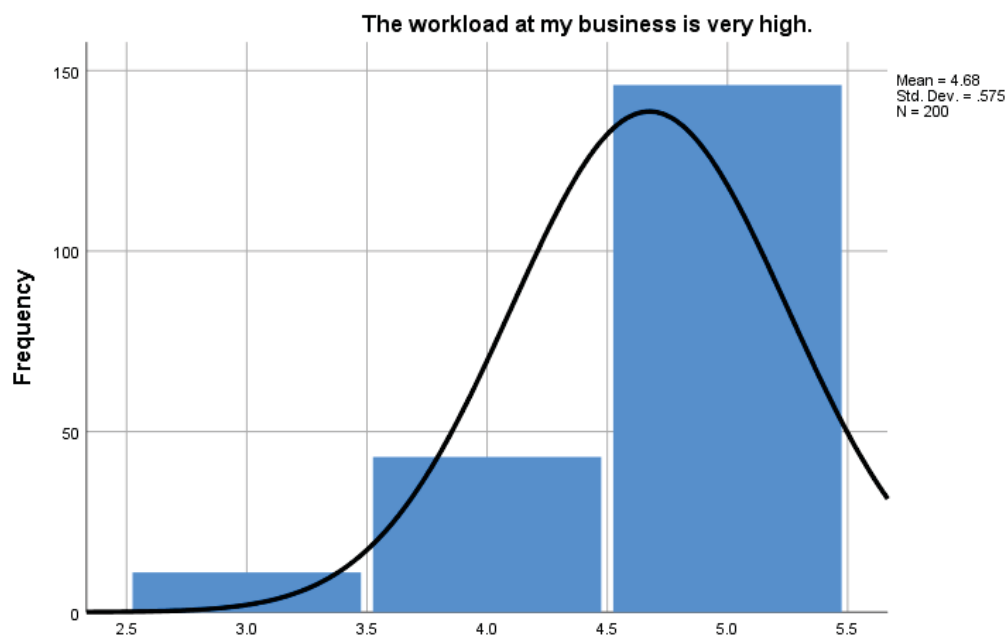


Figure 59- The workload at my business is very high.

The above table suggests that around 94% of the total samples are saying that their work load is very high. The measure of dispersion and CT are mean=4.68, std. dev. = .575 and COVar=12.28%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

57. As the owner of my business, I think that I fully carry out my job and my responsibilities.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.572	11.94%
Disagreed	1	.5			
Neutral	7	3.5			
Agreed	21	10.5			
Strongly Agreed	170	85.0			
Total	200	100.0			

Table 57- As the owner of my business, I think that I fully carry out my job and my responsibilities.



Figure 60- As the owner of my business, I think that I fully carry out my job and my responsibilities.

The above table suggests that around 96% of the total samples are saying that they full carry out their responsibilities at job. The measure of dispersion and CT are mean=4.79, std. dev. = .572 and COVar=11.94%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

58. As the owner of my business, I am competent to do a good job with all the responsibilities I have.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	4	2.0	4.85	.410	8.45%
Agreed	22	11.0			
Strongly Agreed	174	87.0			
Total	200	100.0			

Table 58- Competent to do a good job with all the responsibilities.



Figure 61- Competent to do a good job with all the responsibilities

The above table suggests that around 98% of the total samples are saying that they are competent enough to do a good job. The measure of dispersion and CT are mean=4.85, std. dev. = .410 and COVar= 8.45%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

59. As the owner of my business, I believe that I support my employees in all situations.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.646	13.77%
Neutral	8	4.0			
Agreed	39	19.5			
Strongly Agreed	151	75.5			
Total	200	100.0			

Table 59- Support employees in all situations.



Figure 62- Support employees in all situations.

The above table suggests that around 95% of the total samples are saying that they do support their employees from time to time. The measure of dispersion and CT are mean=4.69, std. dev. = .646 and COVar=13.77%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

60. As the owner of my business, I believe that my attitude and behaviour make my employees happy.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.699	14.90%
Disagreed	2	1.0			
Neutral	9	4.5			
Agreed	31	15.5			
Strongly Agreed	156	78.0			
Total	200	100.0			

Table 60- Attitude and behaviour make employees happy.

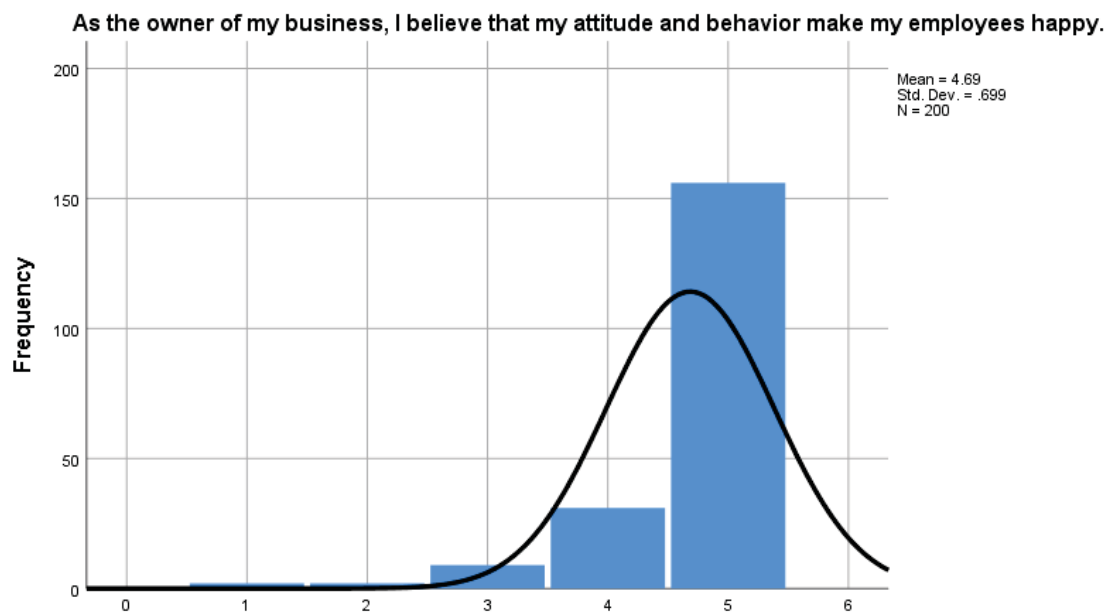


Figure 63- Attitude and behaviour make employees happy.

The above table suggests that around 94% of the total samples are saying that they have right attitude and behaviour which make their employees happy. The measure of dispersion and CT are mean=4.69, std. dev. = .699 and COVar= 14.90%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

61. As the owner of my business, I believe that I am honest.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.67	.602	12.89%
Neutral	11	5.5			
Agreed	41	20.5			
Strongly Agreed	147	73.5			
Total	200	100.0			

Table 61- As the owner of my business, I believe that I am honest.



Figure 64- As the owner of my business, I believe that I am honest.

The above table suggests that around 94% of the total samples are saying that they are honest in their business. The measure of dispersion and CT are mean=4.67, std. dev. = .602 and COVar= 12.89%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

62. As the owner of my business, I believe that I am fair.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	11	5.5	4.66	.581	12.46%
Agreed	47	23.5			
Strongly Agreed	142	71.0			
Total	200	100.0			

Table 62- As the owner of my business, I believe that I am fair.

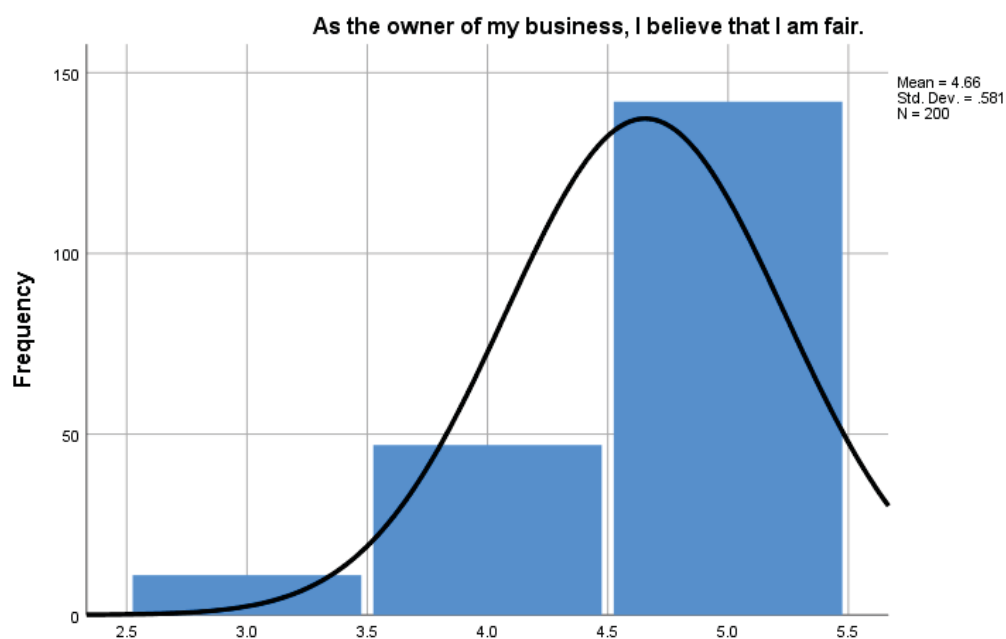


Figure 65- As the owner of my business, I believe that I am fair.

The above table suggests that around 95% of the total samples are saying that they are doing fair in their business. The measure of dispersion and CT are mean=4.66, std. dev. = .581 and COVar= 12.46%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

63. As the owner of my business, I believe that I think about the interests of my employees.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	8	4.0	4.49	.997	22.20%
Disagreed	5	2.5			
Neutral	11	5.5			
Agreed	33	16.5			
Strongly Agreed	143	71.5			
Total	200	100.0			

Table 63- As the owner of my business, I believe that I think about the interests of my employees.



Figure 66- As the owner of my business, I believe that I think about the interests of my employees.

The above table suggests that around 12% of the total samples are saying that they don't think of the interest of the employees. The measure of dispersion and CT are mean=4.49, std. dev. = .997 and COVar= 22.20%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

64. I distribute the business' resources equally between employees at the same level.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	11	5.5	4.43	1.044	23.56%
Disagreed	3	1.5			
Neutral	11	5.5			
Agreed	57	28.5			
Strongly Agreed	118	59.0			
Total	200	100.0			

Table 64- I distribute the business' resources equally between employees at the same level.



Figure 67- I distribute the business' resources equally between employees at the same level.

The above table suggests that around 13% of the total samples are saying that they don't allocate their business resources among employees reasonably. The measure of dispersion and CT are mean=4.43, std. dev. = 1.044 and COVar= 23.56%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

65. The financial and non-financial support that my business provides for its employees is sufficient.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.76	.628	13.19%
Disagreed	1	.5			
Neutral	6	3.0			
Agreed	25	12.5			
Strongly Agreed	166	83.0			
Total	200	100.0			

Table 65- Financial and non-financial support that my business provides for its employees is sufficient.



Figure 68- Financial and non-financial support that my business provides for its employees is sufficient.

The above table suggests that around 96% of the total samples are saying that the financial and non-financial support extended by their company is appropriate to the employees. The measure of dispersion and CT are mean=4.76, std. dev. = .628 and COVar= 13.19%. Since the COVAR is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

66. In my business, employees are promoted based on competence.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.59	.569	12.39%
Neutral	5	2.5			
Agreed	69	34.5			
Strongly Agreed	125	62.5			
Total	200	100.0			

Table 66- Employees are promoted based on competence.

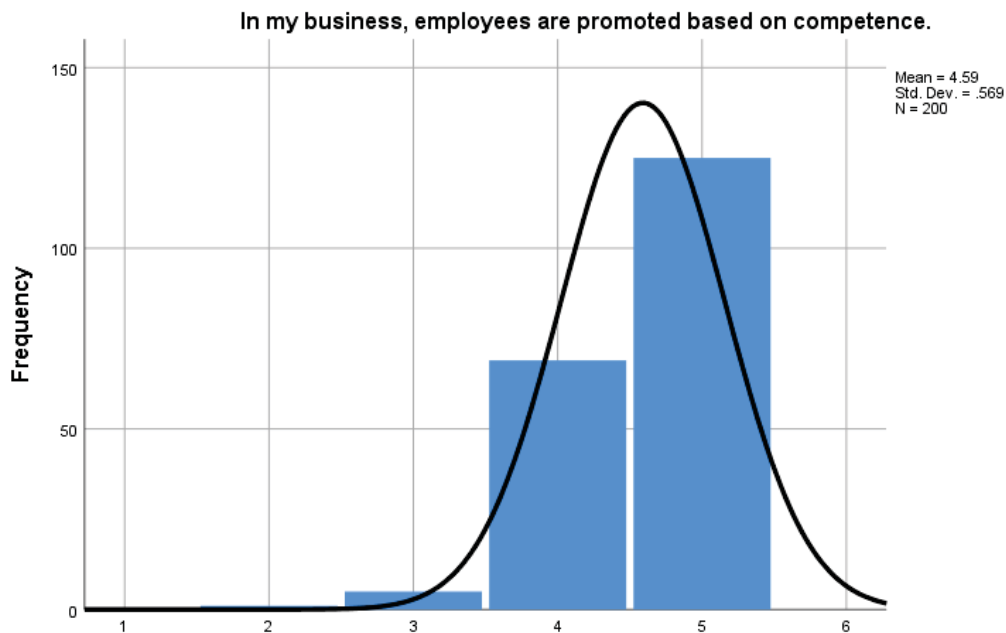


Figure 69- Employees are promoted based on competence.

The above table suggests that around 97% of the total samples are saying that in their respective organizations promotions of the employees are based on competence. The measure of dispersion and CT are mean=4.59, std. dev. = .569 and COVar= 12.39%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

67. In my business, I give my employees the opportunity to think and act in new ways.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.64	.673	14.50%
Neutral	19	9.5			
Agreed	31	15.5			
Strongly Agreed	149	74.5			
Total	200	100.0			

Table 67- Opportunity to think and act in new ways.



Figure 70- Opportunity to think and act in new ways.

The above table suggests that around 10% of the total samples are saying that they don't allow their employees to think and act in new way for the opportunities. The measure of dispersion and CT are mean=4.64, std. dev. = .673 and COVar= 14.50%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

68. The achievements of my business make me eager to work harder.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	7	3.5	4.63	.733	15.83%
Neutral	9	4.5			
Agreed	36	18.0			
Strongly Agreed	148	74.0			
Total	200	100.0			

Table 68- The achievements of my business make me eager to work harder.



Figure 71- The achievements of my business make me eager to work harder.

The above table suggests that around 92% of the total samples are saying that their achievements make them to work hard even more. The measure of dispersion and CT are mean=4.63, std. dev. = .733 and COVar= 15.83%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

69. As the owner of my business, I am careful about the time I start and end work, just like an employee.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	4	2.0	4.70	.673	14.31%
Neutral	12	6.0			
Agreed	24	12.0			
Strongly Agreed	160	80.0			
Total	200	100.0			

Table 69- As the owner of my business, I am careful about the time I start and end work, just like an employee.

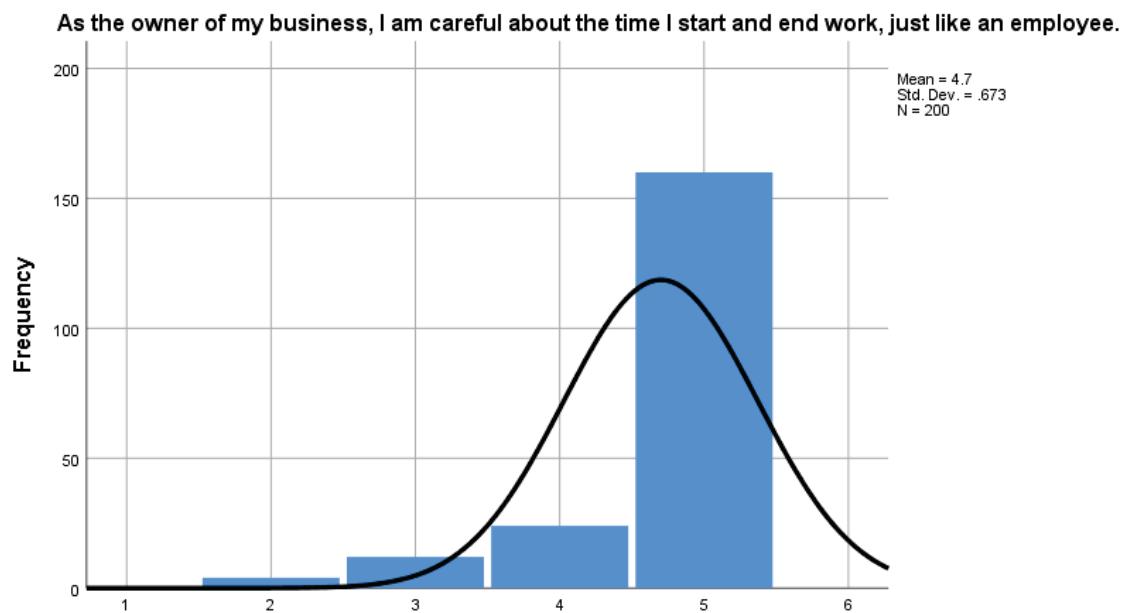


Figure 72- As the owner of my business, I am careful about the time I start and end work, just like an employee.

The above table suggests that around 92% of the total samples are saying that they are careful about their time at work like other employees. The measure of dispersion and CT are mean=4.70, std. dev. = .673 and COVar= 14.31%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

70. I work under the same conditions as my employees.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.497	10.37%
Neutral	2	1.0			
Agreed	34	17.0			
Strongly Agreed	163	81.5			
Total	200	100.0			

Table 70- I work under the same conditions as my employees.

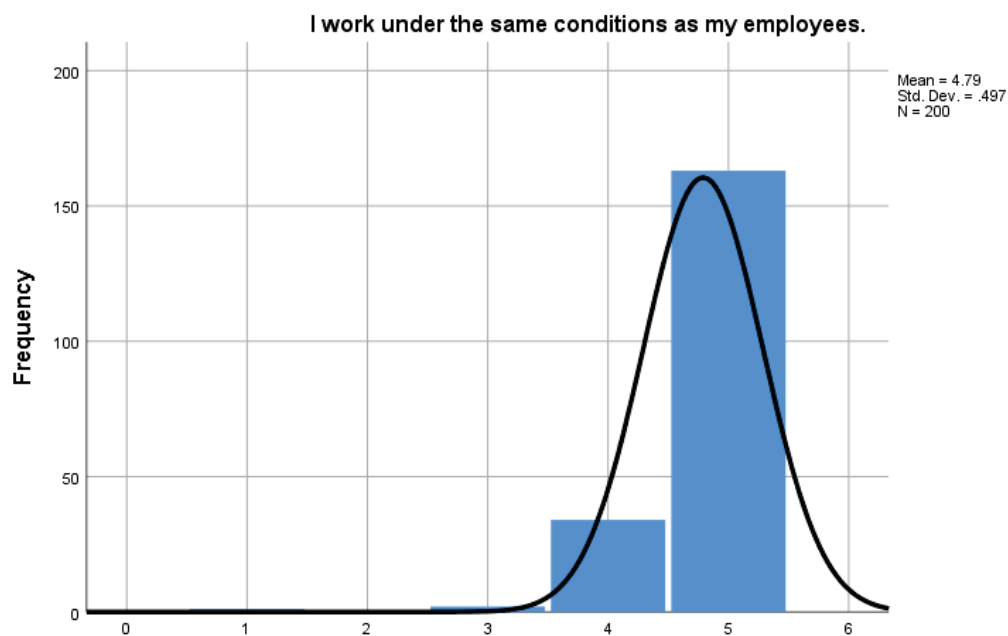


Figure 73- I work under the same conditions as my employees.

The above table suggests that around 98% of the total samples are saying that the work environment in which they work is same as their other employees. The measure of dispersion and CT are mean=4.79, std. dev. = .497 and COVar= 10.37%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

71. I am free to set aside time for non-work activities.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.539	11.25%
Neutral	6	3.0			
Agreed	27	13.5			
Strongly Agreed	166	83.0			
Total	200	100.0			

Table 71- I am free to set aside time for non-work activities.

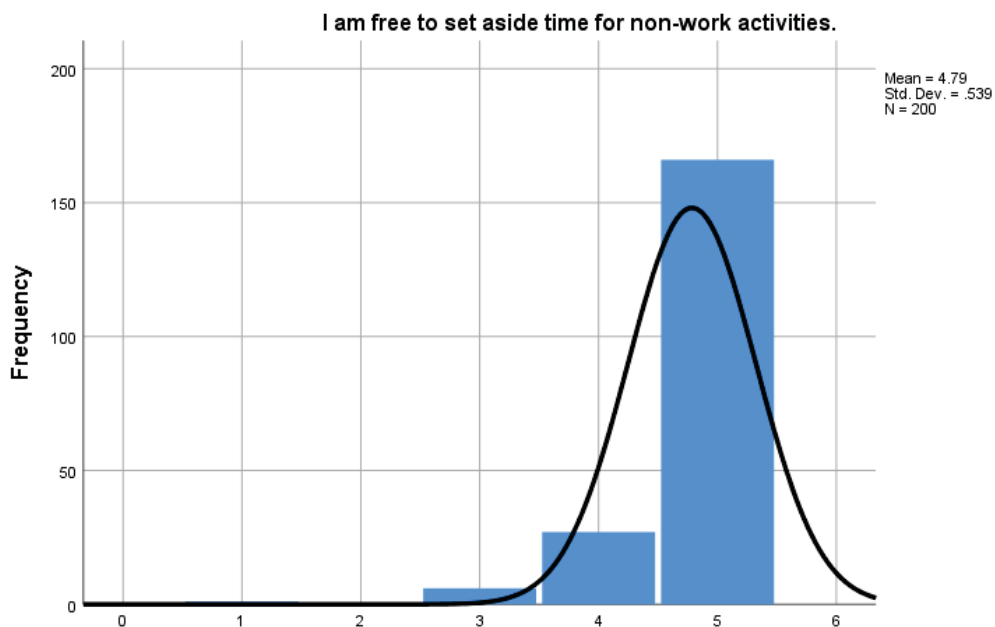


Figure 74- I am free to set aside time for non-work activities.

The above table suggests that around 96% of the total samples are saying that they keep aside some free time for non-work-related activities. The measure of dispersion and CT are mean=4.79, std. dev. = .539 and COVar= 11.25%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

72. In my business, I can easily take care of my private tasks.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	5	2.5	4.74	.494	10.42%
Agreed	42	21.0			
Strongly Agreed	153	76.5			
Total	200	100.0			

Table 72- I can easily take care of my private tasks.

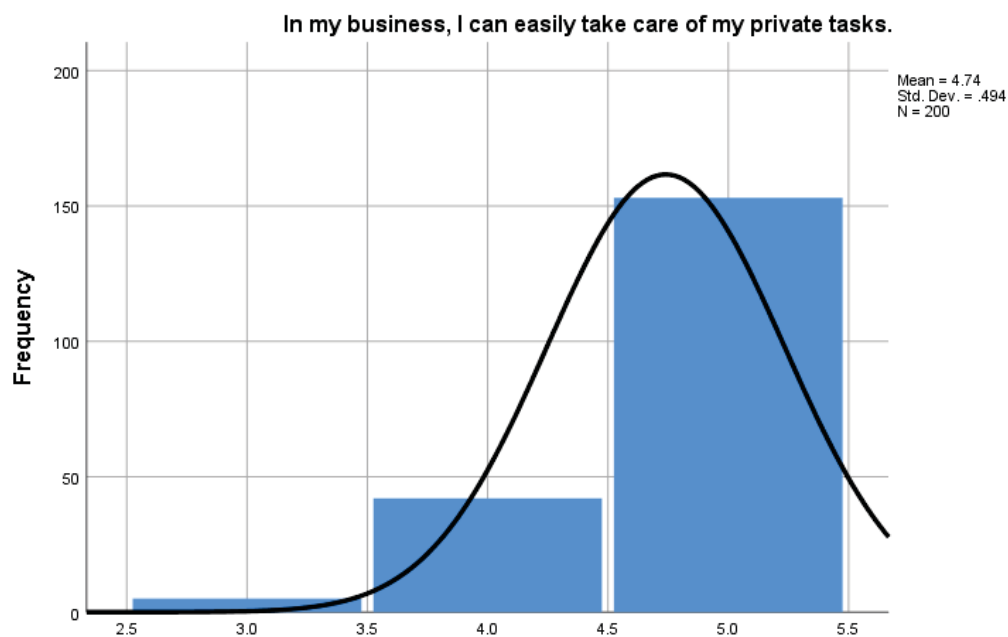


Figure 75- I can easily take care of my private tasks.

The above table suggests that around 97% of the total samples are saying that with their entrepreneurial venture they can take care of their own personal task. The measure of dispersion and CT are mean=4.74, std. dev. = .494 and COVar= 10.42%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

73. I have good relationships with my employees.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	4	2.0	4.82	.438	9.08%
Agreed	29	14.5			
Strongly Agreed	167	83.5			
Total	200	100.0			

Table 73- Good relationships with my employees.



Figure 76- Good relationships with my employees.

The above table suggests that around 98% of the total samples are saying that they have good relationship with their employees. The measure of dispersion and CT are mean=4.82, std. dev. = .438 and COVar= 9.08%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

74. My employees value my ideas.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	11	5.5	4.68	.575	12.28%
Agreed	43	21.5			
Strongly Agreed	146	73.0			
Total	200	100.0			

Table 74- My employees value my ideas.

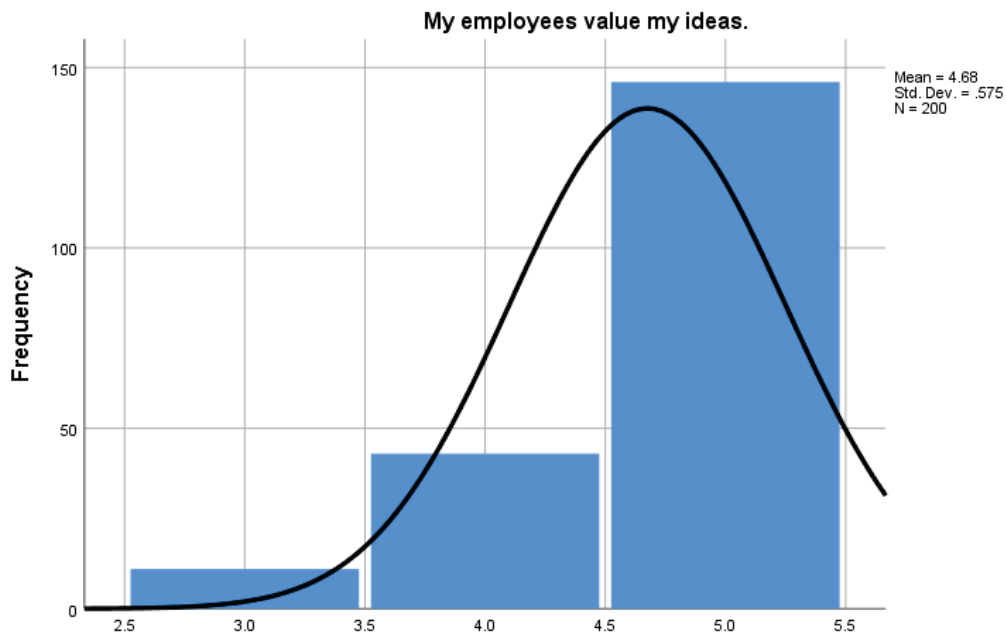


Figure 77- My employees value my ideas.

The above table suggests that around 94% of the total samples are saying that their employees value his ideas. The measure of dispersion and CT are mean=4.68, std. dev. = .575 and COVar= 12.28%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

75. I speak frequently with my employees so I can understand their problems.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	1	.5	4.79	.572	11.94%
Disagreed	1	.5			
Neutral	7	3.5			
Agreed	21	10.5			
Strongly Agreed	170	85.0			
Total	200	100.0			

Table 75- I speak frequently with my employees so I can understand their problems.



Figure 78- I speak frequently with my employees so I can understand their problems.

The above table suggests that around 95% of the total samples are saying that they speak frequently with their employees to understand their problems and challenges. The measure of dispersion and CT are mean=4.79, std. dev. = .572 and COVar= 11.94%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

76. My employees love to consult me about anything related to business.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	4	2.0	4.85	.410	8.45%
Agreed	22	11.0			
Strongly Agreed	174	87.0			
Total	200	100.0			

Table 76- My employees love to consult me about anything related to business.



Figure 79- My employees love to consult me about anything related to business.

The above table suggests that around 98% of the total samples are saying that their employees consult him about anything related to business. The measure of dispersion and CT are mean=4.85, std. dev. = .410 and COVar= 8.45%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

77. My employees love to consult me about topics that are not related to business.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.646	13.77%
Neutral	8	4.0			
Agreed	39	19.5			
Strongly Agreed	151	75.5			
Total	200	100.0			

Table 77- My employees love to consult me about topics that are not related to business.

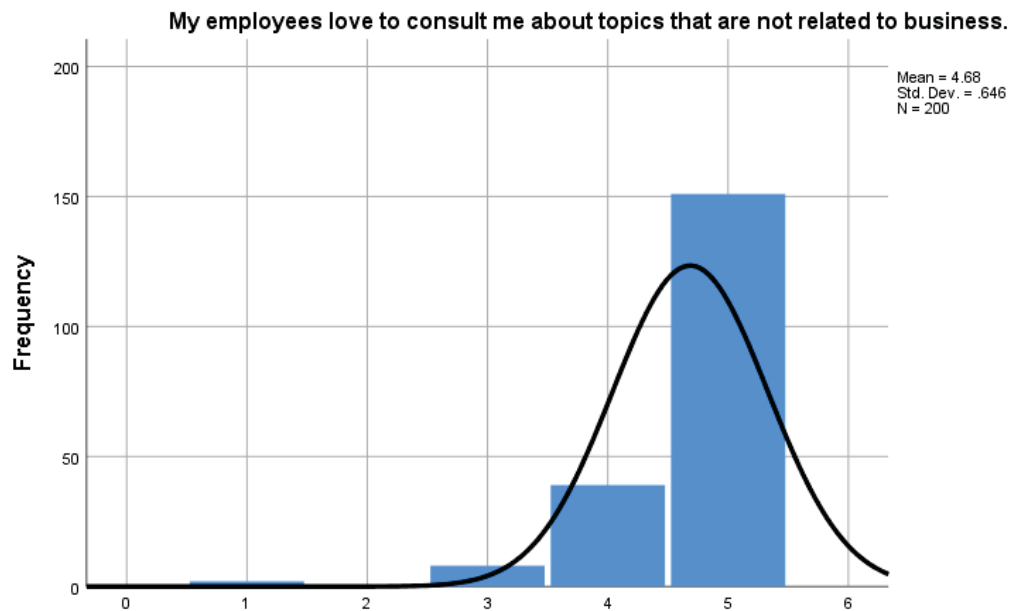


Figure 80- My employees love to consult me about topics that are not related to business.

The above table suggests that around 95% of the total samples are saying that their employees also discuss with him topics not related to business too if required. The measure of dispersion and CT are mean=4.69, std. dev. = .646 and COVar= 13.77%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

78. My business has a good image compared with the neighboring businesses.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	2	1.0	4.69	.699	14.90%
Disagreed	2	1.0			
Neutral	9	4.5			
Agreed	31	15.5			
Strongly Agreed	156	78.0			
Total	200	100.0			

Table 78- My business has a good image compared with the neighbouring businesses.

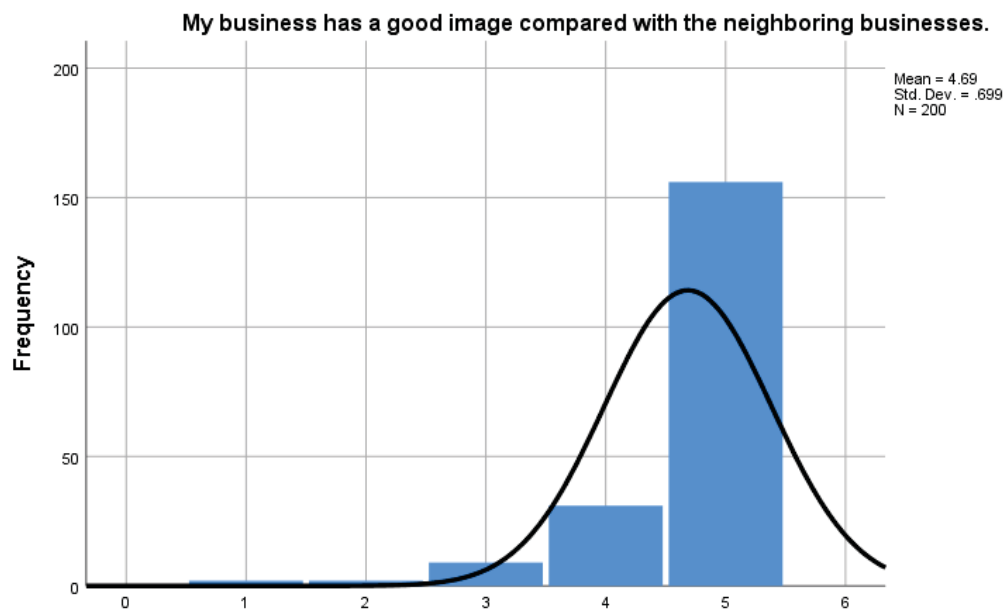


Figure 81- My business has a good image compared with the neighbouring businesses.

The above table suggests that around 93% of the total samples are saying that their business has good image among other businessmen's. The measure of dispersion and CT are mean=4.69, std. dev. = .699 and COVar= 14.90%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

79. I think that my business has a positive image in its sector.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Disagreed	1	.5	4.67	.602	12.89%
Neutral	11	5.5			
Agreed	41	20.5			
Strongly Agreed	147	73.5			
Total	200	100.0			

Table 79- Business has a positive image in its sector.



Figure 82- Business has a positive image in its sector.

The above table suggests that around 94% of the total samples are saying that their business image is positive one in their respective industry domain. The measure of dispersion and CT are mean=4.67, std. dev. = .602 and COVar= 12.89%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

80. I think that the work I do as a business owner directly affects the image of my business.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Neutral	11	5.5	4.66	.581	12.46%
Agreed	47	23.5			
Strongly Agreed	142	71.0			
Total	200	100.0			

Table 80- I think that the work I do as a business owner directly affects the image of my business.

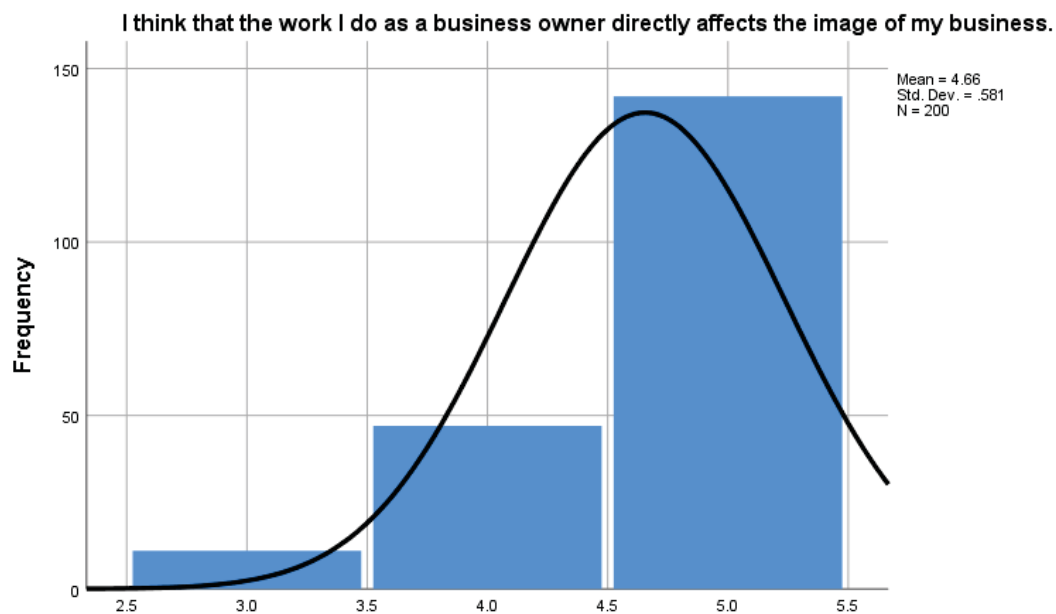


Figure 83- I think that the work I do as a business owner directly affects the image of my business.

The above table suggests that around 94% of the total samples are saying that the work they do is directly relational to their image of business. The measure of dispersion and CT are mean=4.66, std. dev. = .581 and COVar= 12.46%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

81. My business' image is directly related to my own appearance and behaviour.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	8	4.0	4.49	.997	22.20%
Disagreed	5	2.5			
Neutral	11	5.5			
Agreed	33	16.5			
Strongly Agreed	143	71.5			
Total	200	100.0			

Table 81- Own appearance and behaviour.

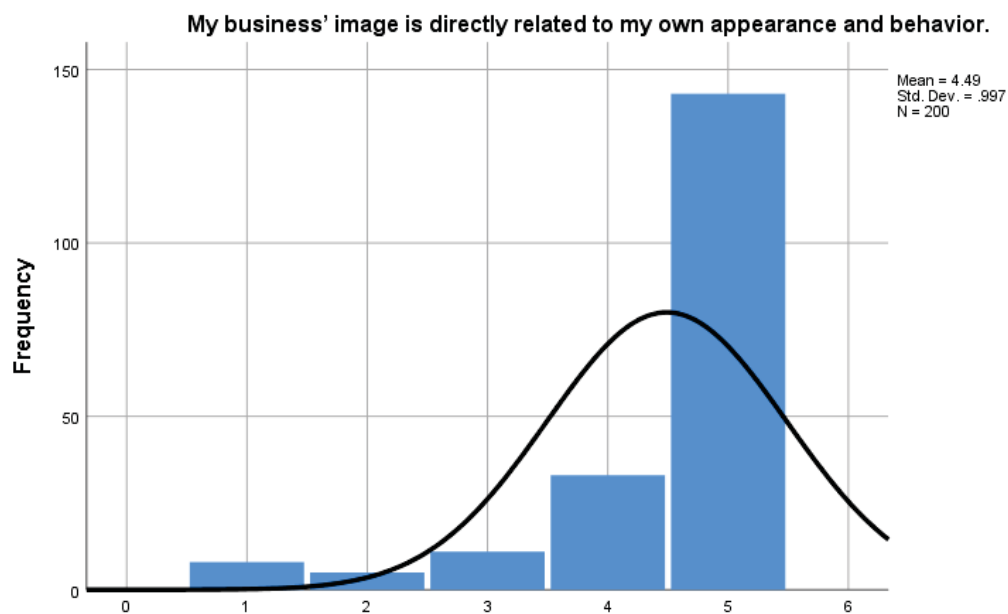


Figure 84- Own appearance and behaviour.

The above table suggests that around 12% of the total samples are saying that they don't believe in that how they appear to public and their behaviour has anything to do with their business image. The measure of dispersion and CT are mean=4.49, std. dev. = .997 and COVar= 22.20%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

82. My business provides me with enough income to maintain my desired standard of living.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	11	5.5	4.34	1.044	24.05%
Disagreed	3	1.5			
Neutral	11	5.5			
Agreed	57	28.5			
Strongly Agreed	118	59.0			
Total	200	100.0			

Table 82- Enough income to maintain my desired standard of living.

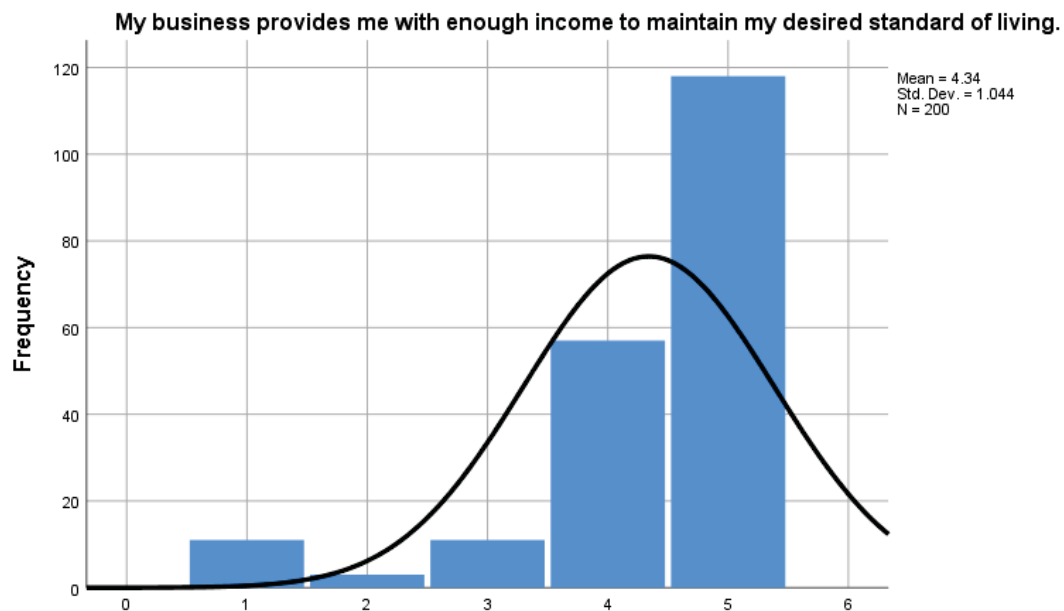


Figure 85- Enough income to maintain my desired standard of living.

The above table suggests that around 12% of the total samples are saying that they are not getting the income they desired from their business to maintain their standard of living. The measure of dispersion and CT are mean=4.34, std. dev. = 1.044 and COVar= 24.05%. Since the COVar is less than one third which is 33%, thus there will be less incongruence in terms of responses of the samples collected.

83. I earn much less money than I deserve for the effort I put into my business.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	166	83.0	1.24	.628	50.56%
Disagreed	25	12.5			
Neutral	6	3.0			
Agreed	1	.5			
Strongly Agreed	2	1.0			
Total	200	100.0			

Table 83- I earn much less money than I deserve for the effort I put into my business.

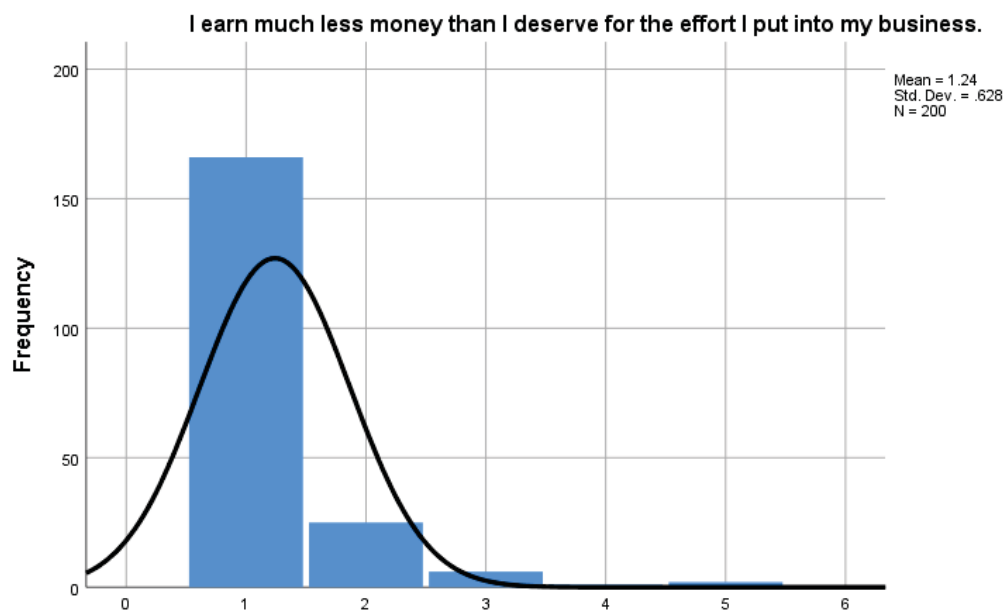


Figure 86- I earn much less money than I deserve for the effort I put into my business.

The above table suggests that around 95% of the total samples are saying that they are getting money for the kind of efforts they are putting into their respective business. The measure of dispersion and CT are mean=1.24, std. dev. = .628 and COVar= 50.56%. Since the COVar is more than one third which is 33%, thus there will be more incongruence in terms of responses of the samples collected.

84. I am having financial problems.

Responses	Frequency	Percent	Mean	Std. Dev.	COVar
Strongly Disagreed	125	62.5	1.41	.569	40.35%
Disagreed	69	34.5			
Neutral	5	2.5			
Agreed	1	.5			
Total	200	100.0			

Table 84- Financial problems.

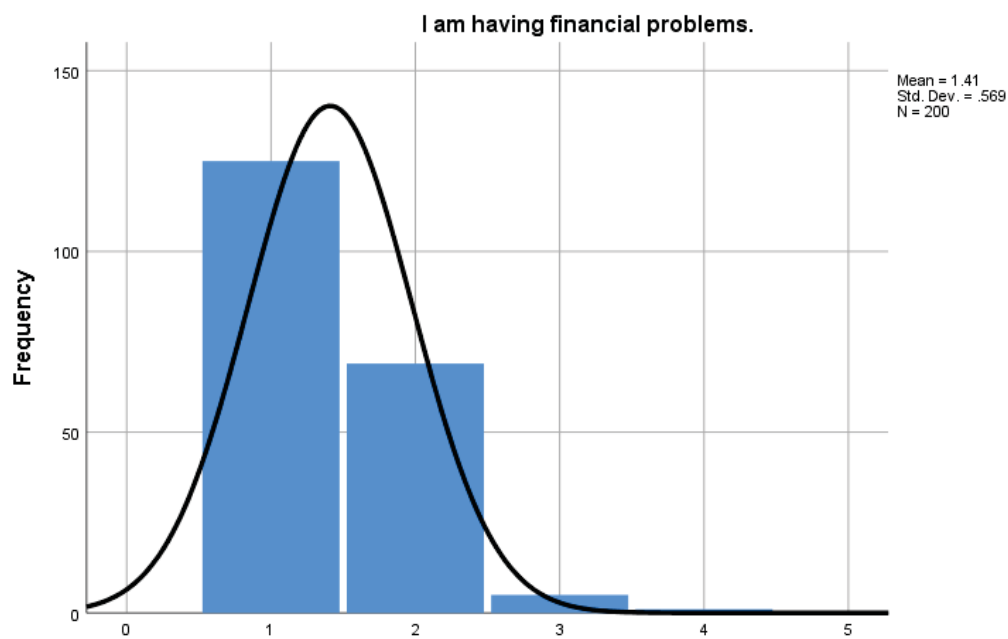


Figure 87- Financial problems.

The above table suggests that around 97% of the total samples are saying that they are not going through financial turmoil. The measure of dispersion and CT are mean=1.41, std. dev. = .569 and COVar= 40.35%. Since the COVar is more than one third which is 33%, thus there will be more incongruence in terms of responses of the samples collected.

4.3 Hypotheses Testing

Research Question-1: Whether the components of Entrepreneurial Orientation are correlated?

Statistical Test: Spearman Rank Order Correlation

Hypothesis

H0: There is no relationship between components of Entrepreneurial Orientation ($\rho=0$)

H1: There is a significant relationship between components of Entrepreneurial Orientation ($\rho\neq 0$)

Level of Significance (α) = 0.05

Correlation Table

Spearman Correlations ▼

		Innovativeness	Risk_Taking	Proactiveness	Competitive_Agression	Autonomy
Innovativeness	Spearman's rho	—				
	p-value	—				
Risk_Taking	Spearman's rho	0.293***	—			
	p-value	< .001	—			
Proactiveness	Spearman's rho	0.608***	0.516***	—		
	p-value	< .001	< .001	—		
Competitive_Agression	Spearman's rho	0.314***	0.628***	0.627***	—	
	p-value	< .001	< .001	< .001	—	
Autonomy	Spearman's rho	0.455***	0.552***	0.765***	0.707***	—
	p-value	< .001	< .001	< .001	< .001	—

* p < .05, ** p < .01, *** p < .001

Findings:

From the above table it can be seen that there is a significant relationship between all the components of the entrepreneurial orientation of the owners. The strongest correlation has been observed between autonomy and Proactiveness ($\rho = 0.765$, $p\text{-value} < 0.001$), followed to that autonomy and competitive aggression seems to be strong which appears to be ($\rho = 0.707$, $p\text{-value} < 0.001$).

Thus, we reject the null hypothesis and accept the alternate hypothesis. Our final conclusion is; there is a relationship between components of entrepreneurial orientation.

Research Question-2: Whether the components of Entrepreneurial Burnout are co-related?

Statistical Test: Spearman Rank Order Correlation

Hypothesis

- **H0:** There is no relationship between components of Entrepreneurial Burnout ($\rho=0$)
- **H1:** There is a significant relationship between components of Entrepreneurial Burnout ($\rho\neq 0$)

Level of Significance (α) = 0.05

Correlation Table

Spearman Correlations

		Disengagement	Exhaustion	Business_Task	Competence	Equality_Communication	Image_Earnings
Disengagement	Spearman's rho	—					
	p-value	—					
Exhaustion	Spearman's rho	0.955***	—				
	p-value	< .001	—				
Business_Task	Spearman's rho	0.292***	0.275***	—			
	p-value	< .001	< .001	—			
Competence	Spearman's rho	0.268***	0.266***	0.809***	—		
	p-value	< .001	< .001	< .001	—		
Equality_Communication	Spearman's rho	0.309***	0.324***	0.795***	0.670***	—	
	p-value	< .001	< .001	< .001	< .001	—	
Image_Earnings	Spearman's rho	0.204**	0.234***	0.500***	0.663***	0.409***	—
	p-value	0.004	< .001	< .001	< .001	< .001	—

* p < .05, ** p < .01, *** p < .001

Findings:

From the above table, it can be seen that there is a significant relationship between all the components of the entrepreneurial burnout of the owners. The strongest correlation has been observed between Competence and Image/Earning variables ($\rho = 0.663$, $p\text{-value} < 0.001$), followed to that Image/Earning and Business Tasks seems to be strong, which appears to be ($\rho = 0.500$, $p\text{-value} < 0.001$).

We, therefore, dismiss the null hypothesis and consider the alternative. We assume that there is a relation between the entrepreneurial burnout components.

Research Question-3: Whether the components of Entrepreneurial Burnout impacts the Entrepreneurial Orientation components?

Statistical Test: Multiple Regression

Hypothesis

- **H0:** The components of Entrepreneurial Burnout do not impact the Entrepreneurial Orientation components
- **H1:** The components of Entrepreneurial Burnout do impact the Entrepreneurial Orientation components

Level of Significance (α) = 0.05

Model Summary

1. Innovativeness

Model	R	R ²	Adjusted R ²	RMSE
1	0.466	0.217	0.192	0.372

2. Risk Taking

Model	R	R ²	Adjusted R ²	RMSE
1	0.378	0.143	0.116	0.529

3. Proactiveness

Model	R	R ²	Adjusted R ²	RMSE
1	0.393	0.155	0.129	0.492

4. Competitive Aggression

Model	R	R ²	Adjusted R ²	RMSE
1	0.384	0.147	0.121	0.578

5. Autonomy

Model	R	R ²	Adjusted R ²	RMSE
1	0.335	0.112	0.085	0.544

Model summary of the influence of components of Entrepreneurial Burnout on the Entrepreneurial Orientation components suggests that R-Square values of all the components are quite significant and it makes sense to study the model further.

ANOVA Statistics

1. Innovativeness

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	7.410	6	1.235	8.905	< .001
	Residual	26.766	193	0.139		
	Total	34.176	199			

$F(6,193) = 8.905227.564$, p-value < 0.001

2. Risk Taking

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	8.993	6	1.499	5.347	< .001
	Residual	54.106	193	0.280		
	Total	63.100	199			

$F(6,193) = 5.347$, p-value < 0.001

3. Proactiveness

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	8.543	6	1.424	5.892	< .001
	Residual	46.641	193	0.242		
	Total	55.184	199			

F (6,193) = 5.892, p-value < 0.001

4. Competitive Aggression

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	11.127	6	1.855	5.553	< .001
	Residual	64.457	193	0.334		
	Total	75.584	199			

F (6,193) = 5.553, p-value < 0.001

5. Autonomy

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	7.225	6	1.204	4.073	< .001
	Residual	57.062	193	0.296		
	Total	64.287	199			

F (6,193) = 4.073, p-value < 0.001

Since ANOVA of the regression model is having a p-value of less than 0.001 in all cases of components, we can say that the model is significant and valid.

Hence to know more about the model, like which of the predictors of entrepreneurial burnout does influence various components of entrepreneurial orientation, we will follow the coefficient table, which is mentioned below:

1. Innovativeness

Model		Unstandardized	Standard Error	Standardized	t	p
1	(Intercept)	1.972	0.474		4.162	< .001
	Disengagement	0.017	0.152	0.022	0.114	0.910
	Exhaustion	0.018	0.167	0.021	0.106	0.915
	Business_Task	-0.805	0.169	-0.695	-4.768	< .001
	Competence	0.621	0.162	0.584	3.826	< .001
	Equality_Communication	0.695	0.158	0.484	4.406	< .001
	Image_Earnings	-0.063	0.119	-0.051	-0.525	0.600

From the coefficient table, it becomes evident that only business task, Competence and Equality Communication influence Innovativeness which is a component of entrepreneurial orientation. The disengagement, exhaustion and image/earnings do not influence the innovativeness component of the entrepreneurial orientation.

2. Risk Taking

Model		Unstandardized	Standard Error	Standardized	t	p
1	(Intercept)	3.000	0.674		4.454	< .001
	Disengagement	0.136	0.217	0.130	0.630	0.530
	Exhaustion	0.083	0.238	0.073	0.351	0.726
	Business_Task	-1.159	0.240	-0.736	-4.826	< .001
	Competence	0.710	0.231	0.491	3.077	0.002
	Equality_Communication	0.450	0.224	0.231	2.009	0.046
	Image_Earnings	0.051	0.169	0.030	0.299	0.765

From the coefficient table, it becomes evident that only business task, Competence and Equality Communication influence risk taking which is a component of entrepreneurial orientation. The disengagement, exhaustion and image/earnings do not influence the innovativeness component of the entrepreneurial orientation.

3. Proactiveness

Model		Unstandardized	Standard Error	Standardized	t	p
1	(Intercept)	2.204	0.625		3.525	< .001
	Disengagement	-0.064	0.201	-0.065	-0.317	0.752
	Exhaustion	0.262	0.221	0.245	1.187	0.237
	Business_Task	-1.029	0.223	-0.699	-4.618	< .001
	Competence	0.609	0.214	0.451	2.845	0.005
	Equality_Communication	0.680	0.208	0.373	3.268	0.001
	Image_Earnings	-0.045	0.157	-0.029	-0.288	0.774

From the coefficient table it becomes evident that only business task, Competence and Equality Communication influence Proactiveness which is a component of entrepreneurial orientation. The disengagement, exhaustion and image/earnings do not influence the innovativeness component of the entrepreneurial orientation.

4. Competitive Aggression

Model		Unstandardized	Standard Error	Standardized	t	p
1	(Intercept)	2.412	0.735		3.280	0.001
	Disengagement	0.087	0.236	0.076	0.370	0.712
	Exhaustion	0.182	0.259	0.146	0.702	0.484
	Business_Task	-1.259	0.262	-0.730	-4.804	< .001
	Competence	0.648	0.252	0.410	2.574	0.011
	Equality_Communication	0.736	0.245	0.345	3.006	0.003
	Image_Earnings	-0.024	0.185	-0.013	-0.128	0.898

From the coefficient table, it becomes evident that only business task, Competence and Equality Communication influence Competitive Aggression which is a component of entrepreneurial orientation. The disengagement, exhaustion and image/earnings do not influence the innovativeness component of the entrepreneurial orientation.

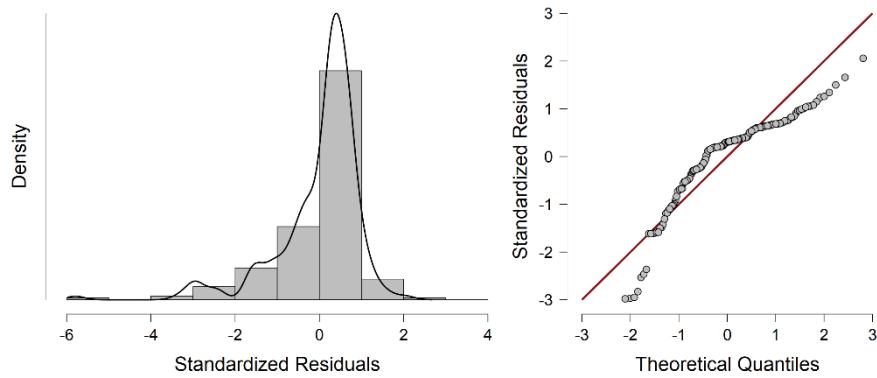
5. Autonomy

Model		Unstandardized	Standard Error	Standardized	t	p
1	(Intercept)	3.063	0.692		4.428	< .001
	Disengagement	0.039	0.222	0.037	0.174	0.862
	Exhaustion	0.218	0.244	0.189	0.892	0.373
	Business_Task	-0.992	0.247	-0.624	-4.021	< .001
	Competence	0.467	0.237	0.321	1.974	0.050
	Equality_Communication	0.504	0.230	0.256	2.190	0.030
	Image_Earnings	0.013	0.174	0.008	0.075	0.940

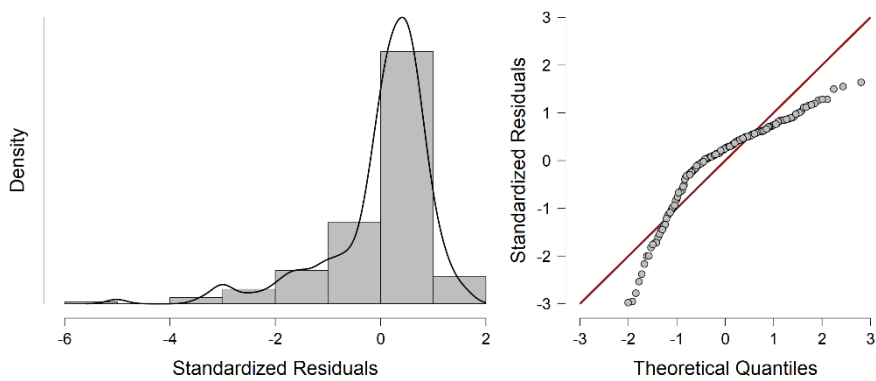
From the coefficient table, it becomes evident that only business task, Competence and Equality Communication influence Innovativeness which is a component of entrepreneurial orientation. The disengagement, exhaustion and image/earnings do not influence the innovativeness component of the entrepreneurial orientation.

The plots explaining the phenomenon of impact of components of Entrepreneurial Burnout on the Entrepreneurial Orientation components are mentioned below:

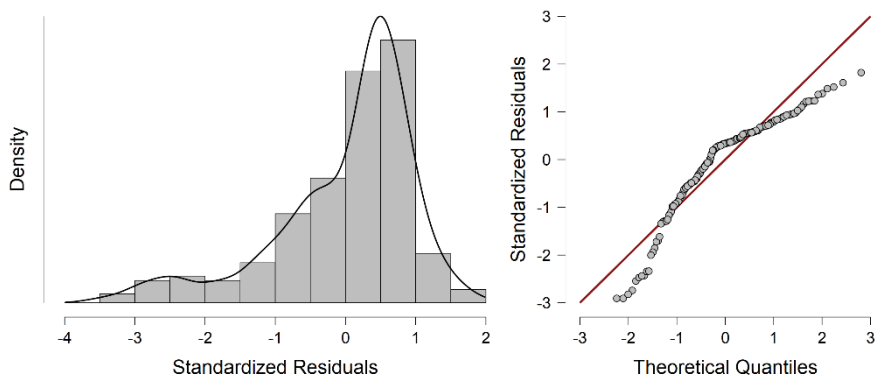
1. Innovativeness



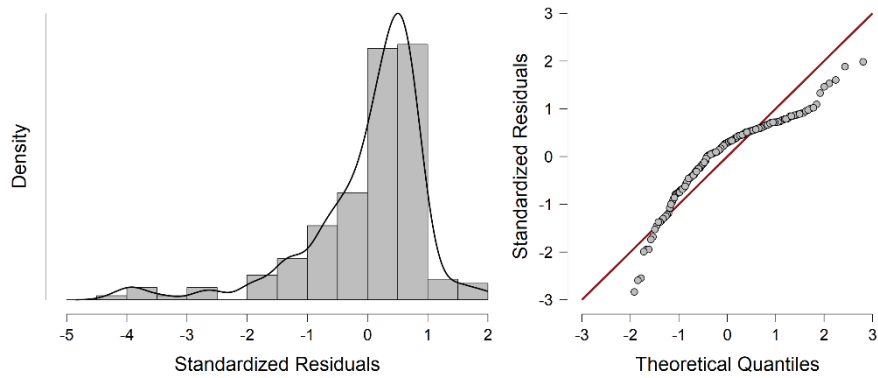
2. Risk Taking



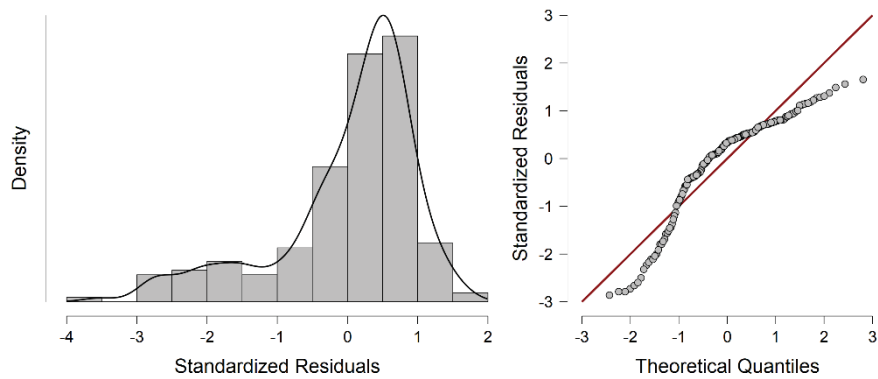
3. Proactiveness



4. Competitive Aggression



5. Autonomy



Findings:

A multiple regression was run to predict key components of entrepreneurial burnouts impact on components of entrepreneurial orientation. And it has been observed that following are the key components which influence the entrepreneurial orientation:

1. Business Tasks
2. Competence
3. Equality Communications

Research Question-4: Whether there is a difference in the perception of entrepreneurial orientation components.

Statistical Test: Friedman Chi-square Test

Hypothesis

H0: The perception of entrepreneurial orientation components used among SME's is significantly not different.

H1: The perception of entrepreneurial orientation components used among SME's is significantly different.

Level of Significance (α) = 0.05

Test Statistics Table

N	200
Chi-Square	68.210
df	4
Asymp. Sig.	.000

Observation: $X^2(4) = 68.210, p\text{-value} < 0.05$

Findings:

The null hypothesis was dismissed as the p-value is below the definitions point (0,05). The level of entrepreneurial orientation components practiced by SME respondents is, therefore considerably different.

To evaluate where the differences lie, we refer to the following table of ranks:

	Mean Rank
Risk_Taking	3.48
Innovativeness	3.33
Competitive_Agression	3.12
Proactiveness	2.57
Autonomy	2.51

From the ranks table, it can be seen that there is a high variation in the risk-taking aspect followed by innovativeness component and then competitive aggression.

Research Question-5: Whether there is a difference in the perception of entrepreneurial burnout components.

Statistical Test: Friedman Chi-square Test

Hypothesis

H0: The perception of entrepreneurial burnout components used among SME's is significantly not different.

H1: The perception of entrepreneurial burnout components used among SME's is significantly different.

Level of Significance (α) = 0.05

Test Statistics Table

N	200
Chi-Square	621.083
df	5
Asymp. Sig.	.000

Observation: $X^2(5) = 621.083, p\text{-value} < 0.05$

Findings:

The null hypothesis was dismissed as the p-value is below the definitions point (0,05). The level of entrepreneurial burnout components practiced by SME respondents is, therefore, considerably different.

To evaluate where the differences lie, we refer to the following table of ranks:

	Mean Rank
Competence	5.67
Equality_Communication	3.99
Exhaustion	3.50
Business_Task	3.38
Disengagement	3.30
Image_Earnings	1.17

From the ranks table, it can be seen that there is a high variation in the competence, communication and the exhaustion components of entrepreneurial burnout perceived by SME's.

Research Question-6: Whether the components of Entrepreneurial Orientation impacts job satisfaction amongst the respondents?

Statistical Test: Multiple Regression

Hypothesis

- **H0:** Components of Entrepreneurial Orientation do not impact job satisfaction amongst the respondents
- **H1:** Components of Entrepreneurial Orientation do impact job satisfaction amongst the respondents

Level of Significance (α) = 0.05

Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.314 ^a	.099	.090	.28105	.099	10.781	2	197	.000

Model summary of the influence of components of Entrepreneurial Orientation on Job Satisfaction suggests that R-Square values of all the components are quite significant and it makes sense to study the model further.

ANOVA Statistics

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.703	2	.852	10.781	.000 ^b
	Residual	15.560	197	.079		
	Total	17.263	199			

F (2,197) = 10.781, p-value < 0.001

Since ANOVA of the regression model is having a p-value of less than 0.001 in all cases of components, we can say that the model is significant and valid.

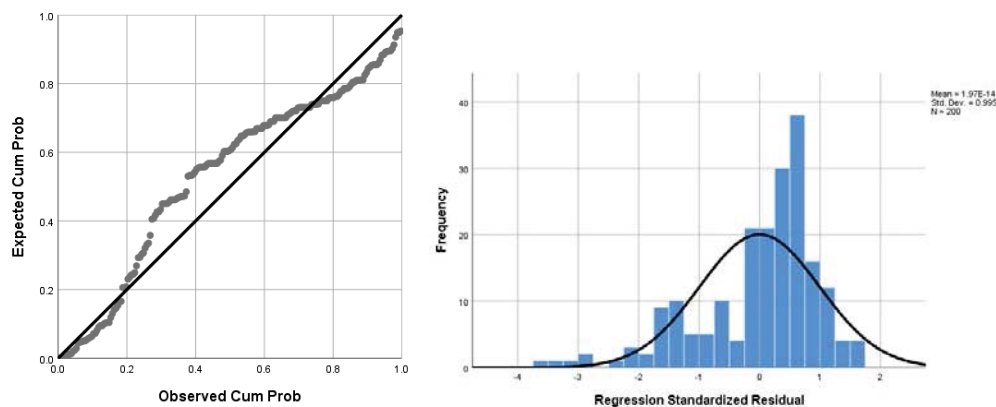
Hence to know more about the model, like which of the predictors of entrepreneurial orientation does influence job satisfaction, we will follow the coefficient table, which is mentioned below:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.671	.228		16.076	.000
	Innovativeness	.259	.056	.364	4.626	.000
	Autonomy	-.082	.041	-.158	-2.014	.045

From the coefficient table, it becomes evident that for every unit increase in innovativeness will increase the job satisfaction while on the other side for every unit increase in autonomy will reduce the job satisfaction.

The plots explaining the phenomenon of impact of components of Entrepreneurial Orientation on the Job Satisfaction are mentioned below:



Findings:

A multiple regression was run to predict key components of entrepreneurial orientations impact on job satisfaction. And it has been observed that following are the key components which influence the entrepreneurial orientation:

1. Innovativeness
2. Autonomy

Note: Risk Taking, Proactiveness and Competitive Aggression was not significant predictors and has been removed from the model.

Research Question-7: Whether the components of Entrepreneurial Burnout impact job satisfaction amongst the respondents?

Statistical Test: Multiple Regression

Hypothesis

- **H0:** Components of Entrepreneurial Burnout do not impact job satisfaction amongst the respondents
- **H1:** Components of Entrepreneurial Burnout do impact job satisfaction amongst the respondents

Level of Significance (α) = 0.05

Model Summary

Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.984 ^a	.969	.968	.05244	.969	3039.810	2	197	.000

Model summary of the influence of components of Entrepreneurial Burnout on Job Satisfaction suggests that R-Square values of all the components are quite significant and it makes sense to study the model further.

ANOVA Statistics

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.722	2	8.361	3039.810	.000 ^b
	Residual	.542	197	.003		
	Total	17.263	199			

F (2,197) = 3039.810, p-value < 0.001

Since ANOVA of the regression model is having a p-value of less than 0.001 in all cases of components, we can say that the model is significant and valid.

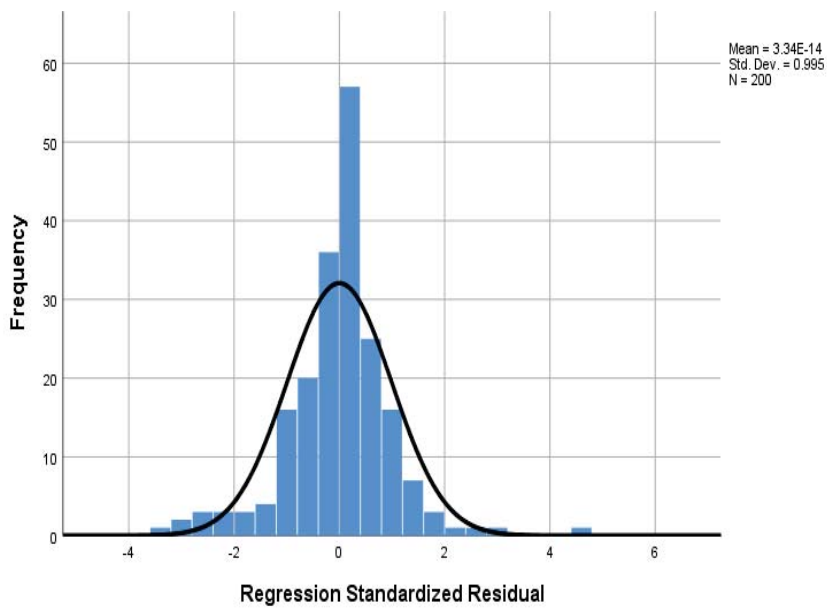
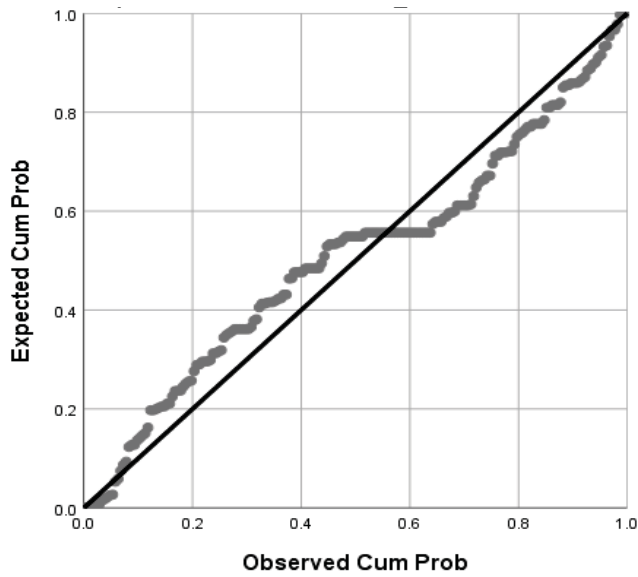
Hence to know more about the model, like which of the predictors of entrepreneurial burnout does influence job satisfaction, we will follow the coefficient table, which is mentioned below:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.556	.051		10.967	.000
	Business_Task	.402	.020	.487	20.469	.000
	Competence	.405	.018	.536	22.527	.000

From the coefficient table, it becomes evident that for every unit increase in business task and being competent will increase the job satisfaction while on the other side for every unit increase in autonomy will reduce the job satisfaction.

The plots explaining the phenomenon of impact of components of Entrepreneurial Burnout on the Job Satisfaction are mentioned below:



Findings:

A multiple regression was run to predict key components of entrepreneurial burnout impact on job satisfaction. And it has been observed that following are the key components which influence the entrepreneurial orientation:

1. Business Task
2. Competence

Note: Disengagement, Exhaustion, Equality and Communication, Image and Earnings was not significant predictors and has been removed from the model.

Chapter-5: Conclusions & Recommendations

Conclusions

The Nanded region on MSME's is dominant by male owner and females constitutes very less in comparison to them. From their educational point of view, most of them are undergraduates, and on average, these samples have the experience of decade and more as compare to the younger generation where the experience is merely less than a decade.

The study also concludes from data that there is a lack of cultural climate which does not provide the priority to be creative and innovative, but on the contrary, it has been noted that if someone takes any innovative approach in the interest of the organization, the employees got rewarded.

Considering the setup of MSMEs in terms of its operation which is very tightly bound, organizations do not have the bandwidth for the learning and development of employees, which can help in fostering the innovation. On the other side, the organizations want to leverage if their respective employees have acquired any skills on their own.

Since we had seen the kind of organizational settings these organizations have, it has been observed that there are a couple of organizations that do not have new product development on their agenda.

The way these organizations function their key stakeholders are consistently speaking to other colleagues in the industry, and they are open to new ideas and strategies to improvise their respective businesses. Being so open to new ideas and strategies, these organizations consider anything out of their scope of operations as a risky thing and do not consider it as an opportunity, and on top of that, they expect that they are not ready to lose an opportunity which is in itself a conservative approach.

The way these organizations are structured a couple of them do not penalize their risky attempt on the job place, and this might be because these organizations do not have any system in place to monitor and manage these operations on day to day basis.

Also, we can conclude that most of the organization in the research study appears to have a strategy in place considering their respective competition, but it's also coming out clearly that their way to change is a bit stiff and resistant for new things, which can ideally hamper their growth. After this, it has been observed that they are ready to work in collaboration in order to be on the edge of the competition.

With the nature of its management and human resource, workforce organizations expect their employees to scan the business environment around them, and hence they expect to take the first-mover advantage in case of to serve the unserved market at first.

Very few organizations have the capabilities and resources to respond to market conditions quickly and better control the cost as compare to their respective competition. Also, these organizations are not keen on building alliances with the pace of their competitors. On the other hand, these organizations are also not able to differentiate the way they operate from their competitors. Also, we can conclude that these organization does not assign new job role to their existing employees which might create monotony in their work, and hence it can impact productivity over the period.

Most organizations are allowing their respective employees to deal with their problems on their own, but that does not mean they have full autonomy to deal with it in every possible aspect. Also, we can conclude that these organizations' departments work independently and not in a collaborative fashion and in everything they have to ask for approvals, which are quite significant considering their tight structures.

Considering the market dynamics and the day to day pressure to counter the challenges makes the owners of these organizations feel tiring when they arrive to work, and due to this, they

have started speaking their work in a negative fashion which is not a good sign of being in the great state since they are emotionally drained. Furthermore, they expect they should have more time to relax and rewind themselves, which they are not currently able to do it.

With all this background, they consider that their stress tolerance level has gone very high, and hence they have started to operate like a machine, which is not a good sign of a healthy business environment.

Despite these challenges when they go home, they feel energies and spending time with their near and dear ones in all leisure's which suggests that the work environment is becoming toxic, and it is essential to handle it wisely.

Few organizations have highlighted that most of the time, they have different thoughts running through their minds, which makes them feel disengage. Even if they are managing their work well but when it comes to engagement, its something altogether different.

These samples, even if few but as in total population its quite significant numbers are not happier with their work, and the work they are doing is responsible for that which suggests that they need to change, but change is something which they resist due to their rigidness.

Also, we can conclude that they have a strong passion for their respective business domains and they are ready to take full ownership of their work with the same zeal this all shows that they have developed a love and passion for their field for years since most of them said that their childhood dream was there to be an entrepreneur.

Also, we can conclude that these organizations are always on firefighting mode, and that is why everything is on their urgent list, and they fail to understand the importance till it becomes urgent in their routine business operations. Since they are spending time in the workplace, which is not even required for their respective jobs.

The owners have developed competencies over the years, and they do support their employees, and their employees are happy considering their respective attitudes and behaviors towards them.

The data leads to the conclusion that these organizations owners are honest in their approach, and hence they are fair in their dealings, and they do a thing about their employees personally though there are a couple of organizations are there who do not think of their employees.

Also, we can conclude that with the expertise these owners have, they are reasonably competent in allocating the resources to employees in order to get the work done, and they also believe that the kind of support their organization extends towards their employees is an appropriate one.

Since the owners have achieved in their respective business service, which makes them be on their toes to achieve more but it is becoming contradictory that they spend their time at work like other employees, which is sort of thing where attention is needed.

These owners frequently hold talks with their respective employees, which builds a rapport between them, and hence they value the idea put across by the owners. Due to this employee can speak both work or personal matters carefully with owners and take his/her consultation too.

These owners also believe that the work you do is directly proportional to your business image, and hence they work hard to keep it intact considering other facts which they believe in such as being fair and honest we can conclude that they have an idea what can spoil their business in the long term.

It is evident that even if market dynamics are volatile, these owners are earning good money with which their standard of living is taking care of, and they also do not think so on a personal level they are going through financial issues.

Considering the whole conclusion, we also tested hypotheses, which leads to the conclusion that if the owners are more proactive its because they have given high autonomy, this autonomy in work creates a competitive edge for them.

However, when it comes to their mental peace, they believe that if the person is more competent, they can earn more which ultimately create a social image also this image helps them to prioritize their business task highly strategically.

Also, we can conclude that the burnout aspects such as business tasks, competencies, and communication these all affect the orientation of these owners while other factors such as disengagement or exhaustion does not affect their orientation which means the quality of skills and channel and way of communication and the task orientation are essential to improvise from time to time.

Also, we can conclude that there is a variation in the risk and innovativeness perceived by these owners due to various factors. After that, there is variation again on burnout aspects, especially the exhaustion, communication, and competence.

Finally, we can conclude that not all aspect of entrepreneurial orientation contributes to owners job satisfaction but what can contribute is innovativeness and autonomy what we have seen earlier it is essential to keep oneself updated otherwise the satisfaction will mellow down over the period. Furthermore, if competencies deplete over time and task orientation starts missing, it will be difficult for them to be at peace since they are doing it with a passion that will ultimately ruin their satisfaction. Hence things have to be strategies in order to maintain their burnout issues, their enterprise orientation, and keeping job satisfied over the long period.

Recommendations

1. Local DIC clusters should develop program so more female can participate in entrepreneur.
2. Various agencies such as DIC, chamber of commerce, MEME association should develop a learning and development program on building organizational climate.
3. An entrepreneur should motivate their employee to learn new skills by participating in formal training programs.
4. An entrepreneur should focus on new product development and should consider opportunities in disguise should take a calculated risk.
5. An entrepreneur should focus on putting together software systems and other mechanisms such as CCTV etc. in order to manage and monitor day to day activities.
6. An entrepreneur should come out of the comfort zone and embrace the change positively and be agile in their approaches while responding towards changing market dynamics.
7. Currently, the organizations are relying on the existing workforce to scan the market for the opportunities which might not be a good idea entirely since this manpower is equipped with limited skills.
8. Entrepreneurs themselves should take on comes in spirituality, yoga, meditation in order to cope up with stress in their routine work.
9. The entrepreneur should figure out the way to do the things of their routine tasks differently so that they can feel more engaged in their work.
10. Also, an entrepreneur should work on important things and should not wait until important things become urgent and get into firefighting mode which will lead to dissociation.
11. These entrepreneurs should focus on taking image enhancement groups proactively since the way you look and appear to other peoples manifest into an actual business.
12. All these entrepreneurs should build on excellent communication skills which help them acquire different competencies at ease.

Limitations of Research

Connecting the entrepreneur about the research and making them understand different aspects, particularly burnout and satisfaction.

1. The limited literature on burnout with particular reference to the Indian context considering entrepreneurs was there.
2. Reluctance to talk about satisfaction and its related questions.
3. Challenges of the channel of communication and comprehending language where the researcher has to explain them into the native language.

Scope for Future Research

1. A researcher can be conducted to understand the organizational structure and its relation to their orientation and satisfaction.
2. Research should be also conducted on understanding the time entrepreneur are spending on essential vs. urgent tasks and its relation to burnout and satisfaction.
3. Experimental research to deal with stress can be conducted and how it changes the orientation of the entrepreneur.

Appendix

Demographic Questions

1. Please mention your gender
 - a. Male
 - b. Female
2. Please mention your experience in years _____
3. Please mention your age _____
4. Please mention your educational qualification
 - a. Undergraduate
 - b. Graduate
 - c. Post-Graduate

Satisfaction Questionnaire

Sr. No.	Structured Questions	SD	D	N	A	SA
1	I am pleased with the work that is done in my business.					
2	I think that the things I do with my company as a business owner make me happy.					
3	I love the job I do.					
4	The tasks I do for my business are as important as my personal tasks.					
5	I would rather spend time on my business than on other activities.					
6	I am doing the job I have dreamed about since I was a kid.					
7	Most of the work done at my business is aimed at achieving the company's goals rather than my personal goals.					
8	In my business, work is the top priority.					
9	Most of the work done at my business consists of activities that must be done quickly and correctly.					
10	I only know a portion of the specialized information required by my job.					
11	Most of my time is spent on activities that are not required by my job.					
12	The workload at my business is very high.					
13	As the owner of my business, I think that I fully carry out					

	my job and my responsibilities.					
14	As the owner of my business, I am competent to do a good job with all the responsibilities I have.					
15	As the owner of my business, I believe that I support my employees in all situations.					
16	As the owner of my business, I believe that my attitude and behavior make my employees happy.					
17	As the owner of my business, I believe that I am honest.					
18	As the owner of my business, I believe that I am fair.					
19	As the owner of my business, I believe that I think about the interests of my employees.					
20	I distribute the business' resources equally between employees at the same level.					
21	The financial and non-financial support that my business provides for its employees is sufficient.					
22	In my business, employees are promoted based on competence.					
23	In my business, I give my employees the opportunity to think and act in new ways.					
24	The achievements of my business make me eager to work harder.					
25	As the owner of my business, I am careful about the time I start and end work, just like an employee.					
26	I work under the same conditions as my employees.					
27	I am free to set aside time for non-work activities.					
28	In my business, I can easily take care of my private tasks.					
29	I have good relationships with my employees.					
30	My employees value my ideas.					
31	I speak frequently with my employees so I can understand their problems.					
32	My employees love to consult me about anything related to business.					
33	My employees love to consult me about topics that are not related to business.					
34	My business has a good image compared with the neighboring businesses.					
35	I think that my business has a positive image in its sector.					
36	I think that the work I do as a business owner directly affects the image of my business.					
37	My business' image is directly related to my own appearance and behaviour.					
38	My business provides me with enough income to maintain my desired standard of living.					
39	I earn adequate money than I deserve for the effort I put into my business.					
40	I have the ability to deal with financial problems.					

Entrepreneurial Orientation

Sr. No.	Structured Questions	SD	D	N	A	SA
IN1	My organization has a culture where creativity and innovation is highly regarded					
IN2	Management in my organization actively seeks and rewards innovative ideas					
IN3	Staff in my organization get time for learning and innovation during their daily routine					
IN4	Venture units in my organization facilitate and enable new product and service development					
IN5	My organization is open to sourcing of ideas from shared forums and professional groups					
IN6	My organization focuses on developing new competencies even if the existing ones are effective					
R1	Innovation in my organization is perceived as too risky and is resisted					
R2	Missing an opportunity in the market is considered as a risk in my organization					
R3	To make effective changes to our offering, my organization is willing to accept moderate level of risk					
R4	In my organization, if a manager takes a risk and fails, he or she is not penalized					
R5	There is a structure in my organization to monitor and manage risk					
R6	My organization has several strategies that helps us to manage and reduce risks					
P1	My organization initiates actions to which competitors respond					
P2	My organization usually leads the market in product and service development					
P3	Change in my organization happens regularly					
P4	My organization participates in strategic alliances/ partnerships / joint ventures with outside companies					
P5	Staff in my organization are encouraged to proactively monitor changes in the environment					
CA1	My organization puts emphasis on beating competitors to enter new markets					
CA2	My organization places emphasis on pushing costs lower, faster than our competitors do					
CA3	My organization has adequate level of capabilities and resources to compete aggressively					
CA4	My organization places emphasis on creating important partnerships with suppliers/ retailers, on a higher level, than the competitors					
CA5	My organization uses multiple strategies to attack the Competitors					
CA6	My organization find ways to differentiate itself from Competitors					
A1	Staff members in my organization are not given the					

	freedom to act					
A2	Staff members in my organization can deal with problems and opportunities					
A3	Operating divisions or sub-divisions in my organization are quite independent					
A4	The middle level managers in my organization must take consent from senior management to take decisions					
A5	Top management in my organization assign new responsibilities to staff					

Entrepreneurial Burnout

Sr. No.	Structured Questions	SD	D	N	A	SA
1	I always find new and interesting aspects in my work.					
2	There are days when I feel tired before I arrive at work.					
3	It happens more and more often that I talk about my work in a negative way.					
4	After work, I tend to need more time than in the past in order to relax and feel better.					
5	I can tolerate the pressure of my work very well.					
6	Lately, I tend to think less at work and do my job almost mechanically.					
7	I find my work to be a positive challenge.					
8	During my work, I often feel emotionally drained.					
9	Over time, one can become disconnected from this type of work.					
10	After working, I have enough energy for my leisure activities.					
11	Sometimes I feel sickened by my work tasks.					
12	After my work, I usually feel worn out and weary.					
13	This is the only type of work that I can imagine myself doing.					
14	Usually, I can manage the amount of my work well.					
15	I feel more and more engaged in my work.					
16	When I work, I usually feel energized.					

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