PSYCHOLOGICAL EMPOWERMENT, SELF LEADERSHIP, CORE SELF

EVALUATION, WORK AS A CALLING AMONG ENTREPRENEURS.

by

Aashna Narula, Masters in Arts, Psychology.

DISSERTATION

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# PSYCHOLOGICAL EMPOWERMENT, SELF LEADERSHIP, CORE SELF EVALUATION, WORK AS A CALLING AMONG ENTREPRENEURS.

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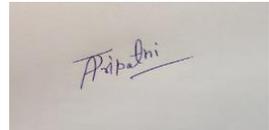
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Dedication

I dedicate my thesis to entrepreneurs who continued to work and believe in themselves when the society told them otherwise. I dedicate my thesis to women, who chose to step out of the four walls of their house and build their empire. I dedicate my thesis to girls who grew up with big dreams, who through courage and persistence, have or will fulfill all their dreams.

Finally, I hope when in my future, my husband and my children read my work, they

would continue to support and nurture my passion for my work, continue to have faith in

me and empathize for all that I have been through.

To the person I am, and I am 'becoming.'

Sincerely,

Aashna Narula

PSYCHOLOGICAL EMPOWERMENT, SELF LEADERSHIP, CORE SELF EVALUATION, WORK AS A CALLING AMONG ENTREPRENEURS.

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2023

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ABSTRACT

Entrepreneurship has rekindled the interest of a growing body of psychology-based researchers. The field is developing and getting more attention. Psychological empowerment is a motivational construct that involves feeling competent, having an impact, feeling meaningful and having autonomy in one's work. Self-leadership is the process of influencing oneself to achieve personal goals and lead oneself in positive direction. Core self-evaluation is a personality trait that encompasses an individual's self-esteem, locus of control, emotional stability, and self-efficacy. Work as a Calling is a belief that one's work is fulfilling and meaningful vocation that contributes to a greater purpose.

The proposed investigation aims to explore correlates & predictors of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling among male & female entrepreneurs. A total sample of 200 entrepreneurs (100 Males & 100 Females) was collected from Indian cities in the age 25 to 50 years. Standardized scales were used to measure psychological empowerment, self-leadership, core self-evaluation and work asa calling among entrepreneurs. The results found out significant relationship among psychological empowerment, self-leadership, core self-evaluation and work as a calling among entrepreneurs. Female entrepreneurs were found to be higher on self-talk as compared to male entrepreneurs. Further, subdimenisons of psychological empowerment and self leadership were retained as signifcant predictors of Core Self Evaluation.

As a result, the proposed research aimed in improving the noted psychological factors that affect entrepreneurs. By fostering psychological empowerment, self-leadership, positive core self-evaluations, and a sense of work as a vocation, entrepreneurs can cultivate the resiliency, determination, and passion necessary to create successful and sustainable businesses. Implementation of mentoring programmes, training, and other forms of assistance designed to enhance these factors and, ultimately, entrepreneurial outcomes, are important.

Keywords: Psychological Empowerment, Self-Leadership, Core Self Evaluation, Work as a Calling, Entrepreneurs.

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CHAPTERI

INTRODUCTION

1.1 Introduction

The term 'Entrepreneur' is a French word derived from the verb 'entreprendre' i.e., to do or to undertake. It can be divided into two parts, 'entre', meaning 'between' and 'preneur' meaning 'taker' therefore an entrepreneur is a 'between taker' or 'go-between.' Entrepreneur first appeared in literature in 1253 as 'empreneur'. The present definitive spelling 'entreprenuer' was taken in 1433 (Rey, 1994). In early 16th century it was applied to those who were engaged in military expeditions. In 17th century it was used for construction & fortification (Sanchez, 2011) but it was in the 18th century that it was applied for the first time to business, to designate to someone, who buys and sells goods at uncertain prices (Cantillon, 1755).

The term entrepreneur has often been applied to the founder of a new business or a person who started a new business where there was none before (Gartner, 1985). According to Garfield (1986), entrepreneurs are those who develop a niche in the market or develop a strategy to satisfy some needs.

McClelland (1961) defined entrepreneur as "an energetic moderate risk taker and identified two characteristics of entrepreneurship (a) doing things in a new and better way; (b) decision making under uncertainty".

Hagen (1962) defined entrepreneurship as "creating opportunities for investment and production, establishing an organization capable of introducing new production process,

accumulation of capital, collection of raw materials, innovation of new production techniques and new products, searching for new sources of raw materials and above all the selection of an efficient manager to run the day affairs of the organization".

Shapiro (1975) defined entrepreneurs as "one who take initiative, organize some social and economic mechanisms and accept risks of failure".

Entrepreneurship is the "process of creating value by putting together a unique package of resources to exploit and opportunity". It is the ability to create & build something from practically nothing. It is initiating, doing, achieving, risk taking & building an enterprise (Stevenson & Gumpert, 1985).

Higgins (1990) in his book "Economic Development: Principles, Problems and Polices" defined entrepreneurship as "the function of seeking investment and production opportunity, organizing an enterprise to undertake a new production process, raising capital, hiring labor, arranging the supply of raw materials, finding site, introducing a new technique and commodities, discovering new sources of raw materials and selecting top managers of day to day operations of the enterprise."

Timmons (1999) defined entrepreneurship as "a way of thinking, reasoning and acting that is opportunity obsessed, holistic in approach and leadership balanced".

Two clusters of entrepreneurial thought of meaning are identified by Sharma and Chrisman (1999). One cluster focuses on characteristic of entrepreneurship (e.g., innovation, growth, uniqueness) while second cluster focuses on the outcome of entrepreneurship (e.g., the creation of value).

Bolton and Thompson (2000) defined entrepreneurs as "a person who habitually creates and innovates to build something of recognized value around perceived opportunities." According to Onuha (2007) entrepreneurship, "is the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities."

Landstrom (2005) suggests three basics approaches to entrepreneurship. Firstly, entrepreneurship is a 'product of the business', the economic function of the entrepreneur rather than his or her own personality style is the core theme (Herbert & Link, 1989). The entrepreneur works as an agent in this sense, gathering knowledge & allocating capital to take advantage of the opportunities emerging from the supply and demand gaps in the market. Secondly, 'entrepreneurship as a process', describing entrepreneurship in terms of the entrepreneurial process has provided a common context for entrepreneurship research & is described in the literature through two events, the first is related to the development of new projects & the second is finding & assessing opportunities. Finally, the 'entrepreneur as a person', previous studies about the individual entrepreneur can be divided into three distinct streams i.e., trait approach, behavioral approach, and cognitive approach.

Many scholars have followed the Trait Approach to entrepreneurship to distinguish entrepreneurs from non-entrepreneurs. Dej (2007) outlined the personal aspects of entrepreneurs that have always been attributed to entrepreneurial intentions and success. Such as need for achievement (the need for the individual to work hard & gain success) ; locus of control (the degree to which the person feel in charge of his life), risk taking

(human cognitive style in terms of risk taking), tolerance of ambiguity (one's ability to take decisions with insufficient information); creativity (propensity to experiment, trial & error, lateral thinking), need for autonomy (one's need to be independent & to control), self-efficacy (optimistic self-belief to cope with difficult demands).

The entrepreneur was held in high regard as a person with the potential to perceive, maximize and act on profit opportunities, not seen by others. This is a behavior that intrigues researchers wanting to understand more about new venture creation (Bygrave & Minniti, 2000). The aim of behavioral approach is to consider the role of the entrepreneur in the dynamic new venture development process. Gartner (1988) asserted that in the new venture creation phase, researchers ought to examine entrepreneurs & precisely identify the functions & activities performed.

Researchers are confident that cognitive models have greater predictive capacity than trait-based methods in entrepreneurship research (Gartner, 1985). Analysis into the cognitive processes of entrepreneurs aims to learn more about how entrepreneurs think (Mitchell et al., 2007) and how entrepreneurs interpret knowledge (Baron, 2004). One of the questions driving this strategy is why certain people become entrepreneurs while others equally or more talented do not. The fundamental premise is that entrepreneurs think & act differently from non-entrepreneurs in a distinctive manner (Kirzner, 1979). Entrepreneurs search & identify prospects & then measure risk versus the reward for new venture creation. Entrepreneurs not only use affective judgements but also use cognitive reasoning to make choices about whether to act. It differs from trait approach in the sense that the emphasis is not on the personality of the entrepreneur but on the entrepreneurial perception.

Overall, cognitive theory emphasizes the significance of thought processes and mental frameworks, whereas trait theory and behavioral theory emphasize the significance of innate qualities and learned behaviors, respectively. Collectively, these approaches provide a comprehensive understanding of entrepreneurship and can inform strategies for fostering the development of successful entrepreneurs.

1.2 History of Indian Entrepreneurship

India is identified with its commerce and cultural wealth for much of its large history. It was the Kanishka Empire of first century that started nurturing Indian Entrepreneurs & traders, Indians who were experts in smelting of metals like brass & tin. After the invasion of India by Portuguese and Englishmen, Indian Entrepreneurs were forced to become traders whereas they themselves took the role of Entrepreneurs, which led to the downfall of Indian business in colonial times. When India finally gained Independence in 1947 it followed socialist-inspired policies & the economy was restrained by extensive regulation, protectionism & public ownership leading to corruption & slow growth. It was until 1991, that the nation moved towards a socio-economic system.

To understand the economy in the pre-British period, it is essential to understand the structure of the village community, transportation, foreign trade and communication. The village community was based on the division of labor. On one hand there were farmers who cultivated the soil & tendered cattle and on the other there were weavers, goldsmiths, carpenters, potters, oil processors, washer men, cobblers, surgeons, etc. These were the self-sufficient units that formed an enduring organization. Though agriculture was the

dominant occupation of people, produce like the muslin of Decca, the calicos of Bengal and Sarees of Benares enjoyed a worldwide reputation amongst foreigners. The chief industry spread was the textile industry consisting of cotton fabrics, the Shawls of Kashmir, Amritsar, and Ludhiana. India was also famous for artistic industries like Marble work, stone carving, jeweler, wood carving, etc. The Indian Industries not only catered to domestic demands but also exhibited export to foreign countries.

During the British conquest, new economic and political systems arose & economic interests were solely guided by the British. The British rule can be divided into East India Company (1757-1858) and the Rule of British Government (1858-1947). The coming of the Industrial Revolution which synchronized with the period of British conquest helped them to sell machine-made goods in India which led to the collapse of Indian handicrafts. The village community was disintegrated, and a new land system exploited Indian peasantry. The growth of railways, the spread of irrigation and the expansion of education accelerated the process of economic drain of India. The disappearance of Princely courts, hostile policies of East India Company & British Parliament, rise of machine-made goods, opening of Suez Canal in 1869 etc., all led to a decline of the Indian Textile Industry resulting in a devastating effect on the economy.

In the 19th century Industrialization was carried out by the private sector. There was a decline in indigenous industries & a rise of large-scale modern industries. Year 1850-1855 saw the establishment of the first cotton mill, jute mill, and coal mine. In 1990 India became a great exporter of rice, wheat, cotton, jute, oilseeds, tea, etc. but conditions within India were not favorable for the emergence of indigenous industrial leaders due to lack of skilled

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labor, favorable policies, availability of capital. Their establishment was not at par with that of England and this was where they struggled.

Towards the middle of 19th century Indians joined the ranks of Industrialists & became important members of companies established by the British. Indian industries took advantage of policies introduced by the Government in 1924 & 1939 which led their rapid development. There was the slow growth of Private enterprise in India's Industrialization (1850-1957) and the major reasons were the inadequacy of entrepreneurial ability as Indians were reluctant to enter industrial sectors because the profits were mainly in trading and money lending, lack of adequate capital which was scarce and underdeveloped, absence of financial institutions and lack of Government support.

Radical changes have taken place in recent years in the socio-economic composition of Entrepreneurial class. Indian Government followed the path of planned development and expanded entrepreneurship. The economic reforms by the Indian Government in 1991 brought a new policy of promoting Liberalization, Privatization & Globalization.

Thus, the entrepreneurial tradition in India dates back several centuries, as evidenced by the existence of small enterprises and commercial activities in ancient India. The 1990s marked a turning point for entrepreneurship in India, as the government implemented a series of economic reforms designed to attract foreign investment and promote private sector growth. This led to an increase in entrepreneurship and the emergence of a new species of risk-taking and innovative Indian entrepreneurs. In India, the emergence of the information technology industry at the beginning of the twenty-first century had a

significant impact on entrepreneurship. Several Indian entrepreneurs established profitable IT startups, paving the way for the country's startup ecosystem to flourish.

1.3 Entrepreneurship in 21st Century

India has become one of the world's fastest-growing economies, and entrepreneurship has played a crucial role in this expansion. A combination of factors, including technology, digitalization, a youthful and educated population, and government support, have contributed to a rise in startup activity in the twenty-first century. The proliferation of technology and digitalization is one of the most significant contributors to the growth of entrepreneurship in India. The proliferation of mobile phones and the internet has made it easier than ever for entrepreneurs to launch and expand their enterprises. This has been especially advantageous in underserved regions, where entrepreneurs can leverage digital platforms to reach customers and access previously inaccessible markets. India's young and educated population has also been a significant entrepreneurial driver. There are many talented and ambitious young people in India, many of whom are interested in launching their own businesses as opposed to pursing traditional careers. This has resulted in an increase in the number of businesses and a culture of innovation and risk-taking.

The Indian government has also played a significant role in fostering entrepreneurship and assisting new businesses. The government introduced the Startup India initiative in 2016, which provides financial and technical support to startups and fosters an entrepreneur-friendly business environment. The government has also established several incubators and

accelerators to aid the growth and expansion of enterprises. However, despite these positive developments, entrepreneurs in India continue to encounter obstacles. Access to capital is one of the greatest obstacles, particularly for women and marginalized groups. Many entrepreneurs struggle to obtain the capital necessary to launch or expand their enterprises, thereby limiting their likelihood of success. India's regulatory environment can also be complex and difficult to navigate. Entrepreneurs face a variety of legal and regulatory obstacles, such as procuring licenses and permits, adhering to tax regulations, and navigating bureaucratic procedures. This can be especially difficult for firms that lack the resources or expertise to overcome these obstacles. Lastly, there is a lack of infrastructure and support for entrepreneurship in certain regions of the country, especially rural regions. It may be difficult for entrepreneurs in these regions to gain access to resources and support, and they may also encounter connectivity and market access issues.

Despite these obstacles, India's entrepreneurial sector is thriving and expanding, with enormous innovation and expansion potential. India can continue to be a hub of innovation and economic growth in the twenty-first century by continuing to support and encourage entrepreneurship and by addressing the challenges entrepreneur's encounter.

1.4 Survey

Global Entrepreneurship Monitor (GEM) is a consortium of national country teams, primarily associated with top academic institutions, that carries out survey-based research on entrepreneurship around the world. GEM is the only global research source that collects data on entrepreneurship directly from individual entrepreneurs.

SOCITEAL VALUES	India 2021	India 2020	India 2019	India 2018
Entrepreneurship as a good career choice (% of 18-64 population who agree with the statement that in their country, most people consider starting a business as a desirable career choice.)	89.47%	85.20%	89.54%	63.72%
ACTIVITY	India 2021	India 2020	India 2019	India 2018
Established Business Ownership rate (% of 18-64 population who are currently an owner-manager of an established firm, i.e., owning and managing a running business that has paid salaries, wages, or any other payments to the owners for more than 42 months)	8.51%	5.90%	11.92%	6.96%
IMPACT				
Innovation Ratio (% of those involved in TEA who indicate that their product or service is new to at least some customers AND that few/no businesses offer the same product)	n/a	n/a	n/a	46.88%
GENDER EQUITY				
Female/ Male TEA Ratio (% of female 18-64 population who are either a nascent entrepreneur or owner-manager of a new business, divided by the equivalent percentage for their male counterparts)	0.75%	0.30%	0.75%	0.62%
Motivational Index	n/a	n/a	n/a	0.55%
Female/Male Opportunity-Driven TEA	n/a	n/a	n/a	0.89
Business Service Sector	1.72%	3.50%	2.30%	1.94%
High Status to Successful Entrepreneurs	87.01%	86.10%	92.30%	65.03%
Enterpreneurship as a good career choice	89.47%	85.20%	89.54%	63.72%

ECONOMY	YEAR	ENTREPRENEURIAL INTENTION (% of 18-64 population(individuals involved in any stage of activity excluded) who are latent entrepreneurs & who intend to start a business within 3 years.)	ESTABLISHED BUSINESS OWNERSHIP (% of 18-64 population who are currently an owner-manager of an established business i.e owning & managing	HIGH STATUS TO SUCCESSFUL ENTREPRENUERS (% of 18-64 population who agree with the statement that in their country, successful entrepreneurs receive high status)

			running business that has paid salaries, wages or any other payments to the owners for more than 42 months)	
AUSTRALIA	**2019**	**13.02**	**6.53**	**74.00**
AUSTRALIA	**2017**	**13.19**	**9.01**	**68.91**
INDIA	**2019**	**33.30**	**11.92**	**92.30**
INDIA	**2018**	**20.64**	**6.96**	**65.03**
CANADA	**2019**	**11.86**	**7.44**	**79.90**
CANADA	**2018**	**14.45**	**7.50**	**74.09**
UNITED STATES	**2019**	**13.68**	**10.59**	**79.66**
UNITED STATES	**2018**	**12.15**	**7.87**	**78.69**
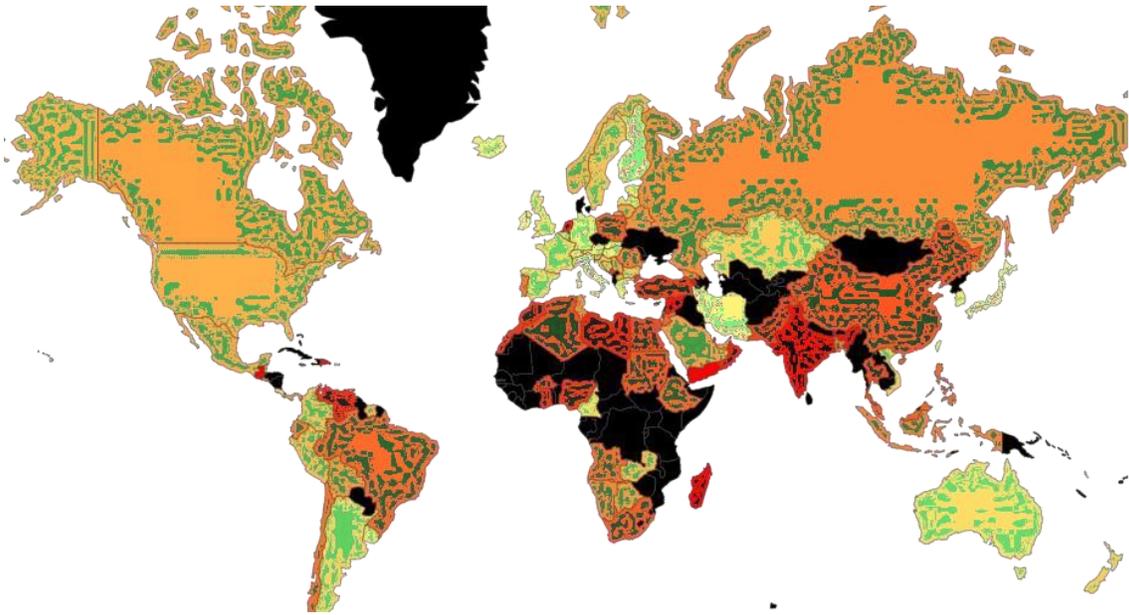
Figure 1*: Data 2019 (GEM)*

Entrepreneurship as a good career choice, highest in India at 89.54% compared to other

countries like Canada at 69.21%, Brazil at 75.25%, United States of America at 67.87%,

Australia at 56.39% (Red depicting highest %, Orange depicting lower % then Red & Black

depicting no data)

1.5 Gender Gap In Entrepreneurship

The strong interest in gender gap in entrepreneurship came up only when the practice of women entrepreneurs became more active i.e., in the last century. The historical description of the entrepreneur's activities is strictly masculine. According to Schumpeter (1934) the entrepreneur is a captain of industry and celebrated the key man (Herber & Link, 1982). Liebenstein (1968) describes entrepreneur as the hero who perceives the gaps & connects markets. Knight (1921) was a capitalist, a special social class and an active businessman who directed economic activity. Hence the literature describe entrepreneur as a 'man'. Many authors maintain that entrepreneurship is still a male-dominated activity in 21st century. The attitude was not only because fewer women and more men are inclined to start their business but the few who take this step seem to achieve less growth in their business than their male counterparts (Cliff, 1998). Despite rapid growth of women in professional & managerial jobs & the economic importance of female entrepreneurs, the gender gap in entrepreneurship remains significant (Minniti, 2003). Women face lots of difficulties developing their own business as compared to men, hurdles being obtaining capital, acquiring appropriate training, resistance from relatives, friends & family, overcoming cultural conditioning & discrimination. (McKay, 2001). Further, European Economic and Social Committee (2007) adds that there are social & cultural hurdles, lackof information about education and learning possibilities as well as additional difficulties in finding financing for business projects for women as compared to men.

Participation and success of women in entrepreneurship could result in changes like higher degree of residential mobility, new lifestyle & nutritional habits, increased duration of

work time, possible higher rates of divorce or never married woman, postponement of childbearing, overall increase in social stress or higher emotion, psychological satisfaction & well-being (Kutanis & Bayraktaroglu, 2003). Women do not enter business just for financial gain (Kuratko, Hornsby, 1997; McClelland, et al., 2005) and economic success may not be as important as personal satisfaction and other non-financial goals as they value a harmonious climate for enterprise & employee satisfaction, self-fulfillment, professional performance & development, recognition, improving skills, balancing work & family responsibility, social contributions & so on (Kyro, 2001; Buttner & Moore, 1997; Chaganti, 1986; Scott. 1986). Further, marriage & children have negative influence on female entrepreneurs because women are more likely to withdraw from employment or entrepreneurship after getting married or having children. (Portes & Zhou, 1998) According to Brush (1992) men tend to have more labor market, industry specific, management experience in terms of personnel, technical & financial issues as compared to female entrepreneurs who have less industry, management & prior business start-up experience (Cliff, 1997) & Fisher et al.,1993).

Motivational & personal value system tends to increase gender gap in entrepreneurship. Male entrepreneurs are more motivated by need to improve their positions in society for themselves & their families, while female entrepreneurs are more motivated by the need for achievement, self- fulfilment or because of dissatisfaction. Thus, we can conclude that female entrepreneurs are predisposed to personal satisfaction, strong interpersonal relations, while men entrepreneurs to status, wealth & success (Buttner & Moore, 1997; Cliff, 1998; Verheul et al., 2001)

Research suggests that personality characteristics of women are different from men on dimension such as fear of failure (Wagner, 2007); attitude towards risk (Caliendo et al., 2009); self-confidence (Koellinger et al., 2013) or the willingness to compete (Bonte & Piegeler, 2013). Individuals with higher willingness to take risk are more likely to enter self-employment and it holds true for both genders (Caliendo et al. 2009). Koellinger et al. (2013) in addition reports that fear or failure, which can be related to locus of control plays a significant role in explaining the gender gap in nascent entrepreneurship.

In conclusion, the literature on entrepreneurship has historically been written from a male perspective, and the participation and success of women in entrepreneurship encounter numerous obstacles, such as lack of access to capital, training, and social and cultural resistance. However, women entrepreneurs have motivations and personal value systems that are distinct from those of men, such as a focus on personal satisfaction, strong interpersonal relationships, and self-actualization. Personality traits such as fear of failure, attitude towards risk, and self-assurance also contribute to the gender disparity in entrepreneurship.

From an Indian standpoint, the situation is comparable. Despite significant improvements in women's education and employment opportunities, women's participation in entrepreneurship remains relatively low. According to the 73rd round of the National Sample Survey (NSS), only 14% of all Indian entrepreneurs are female. In India, women encounter similar obstacles, such as lack of access to financial resources, inadequate training, and cultural resistance. However, initiatives such as the government's Stand-Up

India programme and the growing number of women-led startups in India indicate a growing interest in and potential for women's entrepreneurship in India. The growth of women's entrepreneurship in India may also be influenced by cultural factors, such as women's increased participation in social and community activities and shifting attitudes towards gender roles.

1.6 Significance of the Study

"It all starts with a passion. A passion to cure a disease. A passion to make a better wheelchair. Whatever the pursuit, most scientists and entrepreneurs are out to change the world in some way." Alan Marnett

With the rapid development of our society, entrepreneurship has become one of the dynamic forces in the economy. A successful entrepreneur must possess exceptional ability and perseverance in the face of challenges, oppositions, setbacks, and failure. He or she must persevere in the face of hardship, unanticipated difficulties, and risks, learn from mistakes, have faith in their ability to deal with the world and take practical, logical actions in the pursuit of their objectives. Numerous methodologies, drawn from various academic traditions, have emerged because of the quick development of scholarly thinking and analysis about entrepreneurship. Entrepreneurial studies are mostly in exploratory stage and fragmented in coverage of issues. Numerous studies on entrepreneurship have concentrated on traits of behavior and personality.The present variables draw an important yet relatively understudied variables to investigate the impact of Psychological

Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling among Entrepreneurs.

Entrepreneurs have what it takes psychologically to set up & operate their businesses. Psychological empowerment has been noted as a driving force behind people's attitude especially towards entrepreneurial activity. Despite growing attention of concept, little is known about its relevance among Indian entrepreneurs. Extant literature does not capture sole experiences of India entrepreneurs in terms of how they perceive themselves, assess their business & their capacity to run them.

Persistence and maintaining a positive attitude through these challenging times can sometimes spell the difference between the entrepreneurial success and business failure. Entrepreneurs must find the drive within. Self-leadership offer skills & strategies to entrepreneurs to remain steadfast & purposeful during challenging times as it's a mindset necessary to start and build a business.

Core self-evaluation has proved to be a significant predictor of research on cognitive, emotional & behavioral responses across various situation at workplace. Entrepreneurs' self-evaluation will determine their willingness to engage in innovative activities as high on core self-evaluation are more proactive. Research also suggests that high core self-evaluation individuals cope better, and this is important for entrepreneur's risk taking & innovation.

The concept of work as a calling has a potential to provide unique & powerful insights into how individuals relate to their work and organization. Individuals enter their world of work by many circumstances including feeling called to a given career or viewing their work as a calling. Building on previous research we propose that living a calling led to increased satisfaction & performance.

Very less work has been done on the study variables viz. psychological empowerment, self-leadership, Core self-evaluation & Work as a calling among entrepreneurs. The present investigation, by highlighting the correlates & predictors of psychological empowerment, self-leadership, core self-evaluation and work as a calling, will bring out the facilitative and obstructive psychological factors, which can highlight the focal areas to devise a "Psychological Empowerment" program for the entrepreneurs. No such interventions are in India yet. Recognizing both strengths & difficulties can provide the basis for developing sustainable interventions among entrepreneurs as well as policy makers to encourage optimal functioning. An attempt to address this gap will be made through this investigation. Keeping the above in mind, the primary goal of the investigation is to studypsychological empowerment, self-leadership, core self-evaluation & work as a calling among entrepreneurs.

India's introduction of initiative like "Start-Up India", "Make in India" is generating entrepreneurs from non-business communities and even traditional family businesses. Entrepreneurship research has attracted a significant number of researchers from countries like North America & Europe. In decades, India has already shown tremendous

entrepreneurial ability. Thus, research will be helpful in further expanding entrepreneurship as an entrepreneur is the driving force for the advancement of the country's economic growth.

The proposed research can help to improve the identified psychological factors of entrepreneurs. The study might have significant implications for practice & the findings could be insightful in both preventive & remedial way. The results and outcomes of this research may help present facts and become the basis to form relevant policies. Finally, the present research will provide a detailed insight into the entrepreneurs & their efficacy in running their enterprises by highlighting the correlates and predictors of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling, which will enable them to build effective entrepreneurial growth initiatives that will help them develop those attributes and make them a successful entrepreneur.

CHAPTERII:

REVIEW OF LITERATURE

2.1 PSYCHOLOGICAL EMPOWERMENT

An individual's cognitive state that is distinguished by a sense of perceived control, competence, and goal internalization has been operationalized as psychological empowerment (Oladipo, 2009, pp.121). Thus, it is regarded as a multi-dimensional concept that reflects the various aspects of having a strong psychological foundation, the perception of having personal control, a proactive way of living, and a clear understanding of the socio-political environment. It is firmly rooted in an action framework that includes societal change, potential development, and community. In addition, psychological empowerment refers to the subjective impression individuals have when they feel in control of their professional and personal lives. This is applicable to their professional andprivate lives. It encompasses a vast array of psychological dimensions, including, among others, significance, competence, self-determination, and impact. Empowerment is aprocess that can increase an individual's sense of autonomy and self-efficacy, as well as their capacity for personal development and well-being.

According to Zimmerman's (2000) operational definition psychological empowerment is a "dynamic process with three interconnected parts: intrapersonal, interactional, and behavioural".

The individual's sense of personal control, level of self-efficacy, and drive to influence their surroundings are all part of the intrapersonal component. This element

focuses on a person's internal attitudes and ideas about their capacity to influence their own lives and the world around them. The interactional component is concerned with how well a person comprehends the socio-political context, including knowledge of societal norms, available resources, and strategies for bringing about social change. This element focuses on a person's capacity to interact with and manage their external environment in order to bring about change.

Last but not least, the behavioural component focuses on the proactive actions that promote social change, like participating in volunteer organizations, managing stress, and attending events.

Moreover, Zimmerman's approach recognises the interdependence of these levels and the fact that empowerment can take place at various levels, including the individual, organizational, and community levels. For instance, developing organizational abilities can support individual empowerment, while community-level initiatives can both increase the standard of living in communities and support individual empowerment. The transformative ability of psychological empowerment in bringing about social change is further expanded by Christens' addition of a relational component to Zimmerman's approach. This element comprises activities to remove social barriers, engage networks, and transmit legacy. It also includes collaborative competency and supporting others' empowerment.

Ultimately, Zimmerman's psychological empowerment model offers a thorough framework for comprehending empowerment's multiple nature, the interaction between

internal beliefs and external contexts, and the transformative potential of empowerment in bringing about societal change.

Through research, numerous facets of psychological empowerment have been found. A sense of purpose or meaning in life is one of these qualities. According to the findings of numerous studies, employees who view their jobs as significant and meaningful report greater levels of motivation, engagement, and overall job satisfaction (Wrzesniewski et al., 1997). Competence, which can be described as confidence in one's capacity to carry out obligations effectively, is an additional factor. According to a number of studies, people with a high sense of their own skills are more likely to accept challenging duties and remain resilient in the face of adversity (Bandura, 1997). The third aspect is self-determination, also known as the sensation of having control over one's own life. According to a number of studies, persons who have a higher sense of control over their lives experience lower levels of stress and report better mental health (Deci & Ryan, 2000).

Hence, the subjective experience of individuals who have a feeling of purpose, competence, and autonomy in their personal and/or professional lives can be operationally described as psychological empowerment. This definition is applicable to both personal and professional situations. It is the process of gaining control over one's life and work, which contributes to one's personal development, happiness, and motivation. It is the process of acquiring a sense of command over one's life and job. Individuals experience a sense of empowerment when they believe their work is significant and relevant, when they are confident in their ability to execute tasks successfully, and when they believe they have control over their own lives.

Enterprise cannot rely just on technology efficiency to exist because it may decline with time. Instead, it is necessary to concentrate on human resources, which are the most significant assets.

Empowerment has been accepted as an important organizational factor in satisfying the psychological needs of employees in the workplace & improving organizational & personal effectiveness to achieve organizational goals. According to Mills and Ungson (2003) empowerment is seen as a critical variable that enables organizations to be more competitive & provides the potential to bring remarkable improvement in companywide performance through new structures & forms. It has also been linked to improvements in the organizational systems & processes (Blanchard et al., 1996, 1999) Empowerment programs in organizations have improved productivity, increased customer satisfaction & enhanced competitive advantage (Hardy & Leiba-O'Sullivan, 1998). However, the missing psychological component from empowerment has not been taken into consideration. In addition, Menon (2001) suggests that benefits of empowerment can only be attained if employees experience empowerment i.e., the psychological state of empowerment. Thus, the psychological perspective of empowerment is known as psychological empowerment. According to Thomas and Velthouse (1990) psychological empowerment is an intrinsic task motivation that involves positively valued experiences that individuals derive from a task. It is the process of enhancing the feeling of self-efficacy among the members of an organization through the identification of conditions that caused powerlessness & also through the reduction of the powerlessness state (Conger & Kanungo, 1988). It is defined as a motivational construct manifested in four cognitions: meaning, competence, self-

determination & impact (Spretizer, 1995a). Menon (1999) defines it as an individual's cognitive state characterized by a sense of perceived control, competence & goal internalization

1. *Meaning*: It is the value of a work goal & purpose as perceived by the individual in relation to his or her own personal mission & expectation (Spretizer 1995b; Brief & Nord, 1990; Hackman & Oldham, 1980). Meaning reflects a sense of purpose or personal connection to work (Mishra & Spretizer, 1998). It is the value of work goal or purpose judged in relation to an individual's own ideals or standards (Thomas & Velthouse, 1990).

2. *Competence*: It is the degree to which a person can perform task activities skilfully when he or she tries (Thomas & Velthouse, 1990) . It refers to the self-efficacy specific to work i.e., the ability of an individual to perform his/her job activities with the needed knowledge and skill (Spreitzer, 1995b)

3. *Self Determination*: According to Deci et al., (1989) self-determination means to experience a sense of choice in initiating & regulating one's own action. Spreitzer (1995b) defines self-determination as autonomy in performing one's job & the ability to choose how to behave in various jobs related situations.

4. *Impact*: It is the belief that individuals influence the system in which they are embedded (Mishra & Spreitzer, 1998). It is the triumph one fees in achieving goals (Quinn & Spreitzer, 1997).

Psychological empowerment is positively correlated with managerial effectiveness, increased levels of job satisfaction & decreased level of job strain (Spretizer et al, 1997).

Studies in psychological empowerment shows that it leads to increase in productivity (Akbar et al, 2010) higher job satisfaction (Carless, 2004; Patah et al 2009; Fuller et al. 1999), high organizational commitment (Chen & Chen 2008; Joo & Shim, 2010; Bhatnagar, 2005), lower burnout (Cavus & Demir, 2010), reduced employee turnover intent (Collins, 2007) and reduced strain (Martin, 2007). There is a link between four dimensions of psychological empowerment (i.e. meaning, competence, self-determination & impact) and job satisfaction (Spreitzer et al. 1997; Thomas & Tymons, 1994). Laschinger et al. (2001) found that high levels of psychological empowerment (i.e. greater sense of meaning in their work, greater confidence, more autonomy & greater belief that they can have an impact on their work & their work settings) strongly influenced job strain. There exists a positive relationship between psychological empowerment & creativity (Amabile et al., 1996; Spreitzer, 1996; Zhang & Bartol, 2010a). Zhang and Bartol (2010a) found that psychological empowerment positively influenced intrinsic motivation, which in turn was positively related to employee creativity.

To determine relationship between psychological empowerment & entrepreneurship Safari et al., (2010) conducted a survey on 189 clerical staff in Fars Payame Noor University & found that among the psychological empowerment factors, meaningfulness represented the highest amount of entrepreneurship variance while competence represented the least amount of entrepreneurship variance. In addition, psychological empowerment factors simultaneously predicted entrepreneurship. Sangar and Rangnekar (2014), studied 333 business executives & managers in Indian organizations & found that psychological empowerment, dimensions of meaning, self-determination & impact significantly

predicted creativity. In a recent study by Haji, Valizadeh and Karimi, (2020) found that there is a positive relationship between psychological capital on psychological empowerment & positively affected entrepreneurial spirit.

Ergeneli et al. (2007) found that educational level does not have any influence on psychological empowerment. Spritezer et al. (1996) could not find any relationshipbetween gender & psychological empowerment. Lockwood et al. (2012) also indicated thatthere is no gender difference in relation to psychological empowerment, but some studies show that women tend to feel less empowered than men.

2.2 Theoretical Framework

Psychological empowerment, which is a multifaceted notion that incorporates having a sense of control, competence, and goal internalization, is one of the primary ideas covered in this material. It is also one of the content's main concepts. Meaning, competence, self-determination, and influence are the four cognitive states that together describe psychological empowerment. Meaning is the most important of these four. Researchers have shown a correlation between psychological empowerment and personal development, well-being, enjoyment, motivation, and better organizational effectiveness. Organizations have failed to take into account the psychological aspect of empowerment, which is a crucial but often overlooked component.

Self-determination theory (SDT) by Deci and Ryan (2000), which proposes that autonomy, competence, and relatedness are essential for psychological growth, and goal setting theory by Locke and Latham (1990), which emphasizes that challenging, specific goals lead to higher performance, are both relevant theories for psychological

empowerment. SDT proposes that autonomy, competence, and relatedness are essential for psychological growth. Another relevant theory is called the intrinsic motivation theory, and it was developed by Deci and Ryan (1985). This theory proposes that people are inherently motivated to engage in activities that are intrinsically rewarding. For example, activities that promote a sense of competence, autonomy, and relatedness are examples of activities that fall under this category.

A sense of purpose or meaning in life, a sense of competence, and a sense of self-determination are all linked to psychological empowerment, according to research. According to research conducted by Wrzesniewski and colleagues in 1997, employees who feel that their work has a large and meaningful impact on the world around them report higher levels of motivation, engagement, and overall job satisfaction. Bandura's research from 1997 indicated that individuals who have a strong perception of their own capabilities are more likely to take on hard responsibilities and to maintain their resilience in the face of adversity. Those who have a greater sense of control over their lives report having better mental health and experience lower levels of stress, according to research that was conducted by Deci and Ryan (2000). According to Hardy and Leiba-O'Sullivan (1998), empowerment programmes in firms have been related to increases in productivity as well as increases in both customer satisfaction and competitive advantage.

In terms of how this research fits in with previous research related to psychological empowerment, which is considered a "calling" among entrepreneurs in today's society, it is possible to argue that being an entrepreneur gives individuals the opportunity to experience psychological empowerment in the workplace. When business owners are in

charge of their own companies, they have the ability to have an increased sense of control, self-determination, and the internalization of their goals. This can result in better levels of intrinsic motivation as well as job satisfaction, both of which can ultimately contribute to improvements in the efficiency of the organization. Entrepreneurs who view their work as having both meaning and value are more likely to report higher levels of psychological well-being, according to research conducted by Baum and Locke (2004). Furthermore, entrepreneurs who report feeling empowered are more likely to develop new goods and services, as found in the same study (Chandler & Lyon, 2001). As a result, psychological empowerment can be seen as a key contributor to the success of an entrepreneurial endeavour.
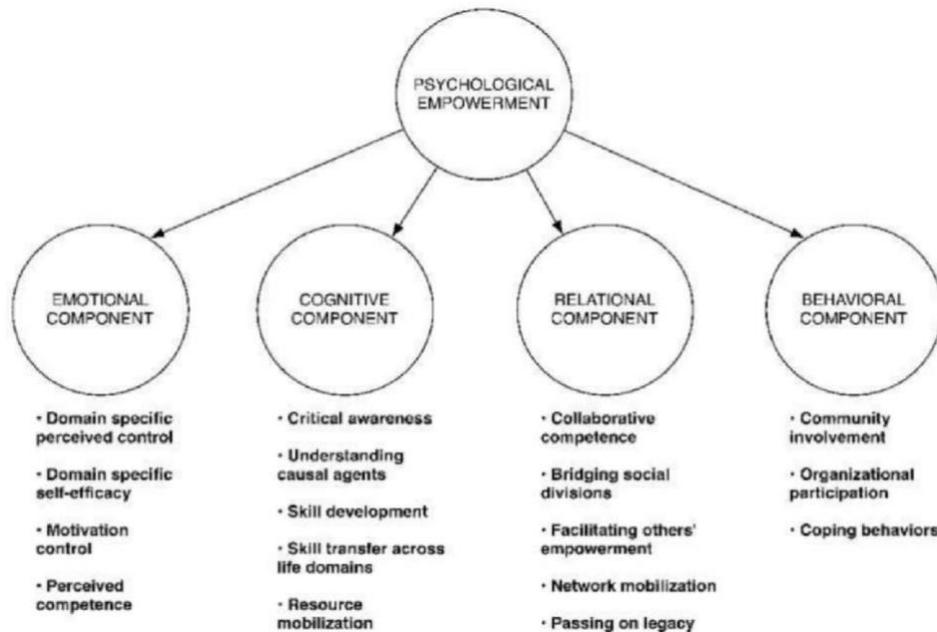
Figure 2: *Zimmerman Model of Psychological Empowerment (1995)*

Furthermore, in the disciplines of psychology and organizational behaviour, psychological empowerment is a crucial idea. Three elements are identified by Zimmerman's (1995, 2000) model of psychological empowerment: intrapersonal, interactional, and behavioural. The focus of the intrapersonal component is on the person's sense of control, awareness of their socio-political context, and proactive actions that promote social change. The interactional component focuses on the person's understanding of norms, familiarity with social circumstances, and knowledge of tools and techniques that can bring about social change. The numerous actions taken to affect outcomes in a certain setting are referred to as the behavioural component. The organizational and community levels of empowerment are also included in Zimmerman's (2000) model. Theselevels are interrelated and can fluctuate. The practises that strengthen the abilities necessaryto increase organizational effectiveness are the main emphasis of empowerment at the organizational level. The empowerment at the community level concentrates on actions that allow community members to collaborate to enhance the standard of communal life. By including a relational element that emphasizes the transformative capacity to bring about change in the socio-political arena, Christens (2012) enlarged Zimmerman's (1995) paradigm. The Christens (2012) component comprises elements including collaborative competency, encouraging others' empowerment, efforts to remove social divisions, activating networks, and passing down legacy.

A number of pertinent theories might be considered while evaluating the idea of psychological empowerment. Self-Determination Theory (SDT), which contends that people have fundamental psychological desires for autonomy, competence, and

relatedness, is one such theory. According to SDT, people are more likely to feel psychologically empowered when they have control over their environment, feel competent in their talents, and have supportive social interactions.

The Social Cognitive Theory (SCT), which contends that how people interact with their surroundings and how they perceive their capacity for task completion affects how they behave, is another pertinent theory. In the context of psychological empowerment, SCT contends that people's perceptions of their capacity to change their surroundings might have an impact on their behaviour and degree of empowerment.

Entrepreneurs today view psychological empowerment as a "calling" since it is linked to the desire and motivation to bring about change and have a good impact. Entrepreneurs are more willing to take chances and look for novel solutions to issues if they feel psychologically empowered. Moreover, psychological empowerment can result in greater job satisfaction and motivation, both of which are crucial elements for entrepreneurship success.

In conclusion, psychological empowerment is a significant idea in the disciplines of organizational behaviour and psychology. Many elements and levels of empowerment are identified by Zimmerman's (1995, 2000) model, which can be assessed in the context of pertinent theories like Self-Determination Theory and Social Cognitive Theory. Today's entrepreneurs view psychological empowerment as a "calling" due to its connections to success, invention, and drive.

2.3 SELF LEADERSHIP

Self-leadership is defined by (Manz, 1986; Neck & Houghton, 2006; & Neck & Manz, 2010) as a process of behavioural & cognitive self-evaluation and self- influence whereby people achieve the self-direction and self-motivation needed to shape their behaviours in positive ways in order to enhance their overall performance. Self-leadership is described as "the process of influencing oneself" (Neck & Manz, 2013, p. 5). It is a comprehensive self-influence perspective that concerns leading oneself toward performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating" (Manz, 1986, p. 589).

Self-leadership strategies are traditionally divided into three primary categories: behaviour focused strategies, natural reward strategies & constructive thought strategies (Neck & Houghton, 2006). These strategies all aim to motivate personal effectiveness in a positive way & play a role in understanding the concept of self-leadership (Knight, 2014).

1. *Behaviour Focused Strategies*: The strategy proposes to inspire right & positive behaviours, leading to effective results while eliminating undesirable behaviours that may result in negative outcomes (Manz, 2015; Neck & Manz, 2013; Neck & Houghton, 2006). The strategies include self-criticism, self-observation, self-reinforcement & self-directed goal setting strategies (Manz, 2015; Neck & Manz, 2013; Stewart et al., 2011).

2. *Natural Reward Strategies*: These strategies are designed to support the creation of senses of self-control, self-determination, competence and purpose

in order to empower performance behaviours (Furtner et al., 2015; Manz, 2015; Neck & Manz, 2013, Stewart et al., 2011).

3. ***Constructive Thought Strategies***: These are intended to enable the formation of positive thought forms & habitual methods of thinking that canconstructively influence performance (Neck & Manz, 2013; Neck & Manz, 1992) and include mental imagery and the intentional self-influence of self-talk(Manz, 2015).

Self-leadership directs the efficiency of self-regulation, need for achievement (nAch) & self-efficacy regarding outcomes (Furtner et al., 2015; Neck & Houghton, 2006; Neck, Manz & Godwin, 1999). Self-leadership strategies operate within theoretical contexts of self-regulation (Kanfer, 1970; Carver & Scheier, 1981), self-control (Cautela, 1969, Mahoney & Amkoff, 1978,1979; Thoresen & Mahoney, 1974), intrinsic motivation theory (Deci & Ryan, 1985) and social cognitive theory (Bandura, 1986).

According to Neck and Houghton (2006) variables such as job satisfaction, commitment, innovation/creativity, independence, psychological empowerment, trust, self-efficacy, positive effect & team potency appear to be potential outcomes of self-leadership. Self-leadership has been examined in terms of many concepts since the 1990's such as spirituality in the workplace (Neck & Milliman, 1994), performance appraisals (Neck, Stewart & Manz, 1995), organizational change (Neck,1996), entrepreneurship (Neck, Neck & Manz, 1997), diversity management (Neck, Smith, & Godwin, 1997), job satisfaction (Houghton & Jinkerson, 2007; Robert & Foti, 1998), non-profit management (Neck,

Ashcraft & Vansandt, 1998), goal setting/goal performance (Godwin et al. 1999; Neck & Nouri, & Godwin, 2003), team performance (Stewart & Barrick, 2000), team sustainability (Houghton, Neck & Manz, 2003), succession planning (Hardy, 2004) and ethics (Vansandt & Neck, 2003).

Diliello and Houghton (2006) suggested a model related to self-leadership, innovation & creativity in their studies and supposed that the individuals who have strong self-leadership skills see themselves as much more innovative & creative. Bligh et al. (2006) state that individuals who display self-leadership behaviours generally embrace their work duties much more, in other words, it is expected that individuals applying self-leadership traits show more commitment to their duties, goals , teams or organizations.

2.4 Theoretical Framework

The primary focuses of the academic curriculum are on self-leadership, behaviour-focused tactics, natural reward strategies, positive thought strategies, self-regulation, the desire for achievement (nAch), and self-efficacy in relation to outcomes. Individuals develop the self-direction and self-motivation necessary to shape their behaviours in a way that improves their overall performance through a process known as self-leadership, which can be defined as a process of cognitive and behavioural self-evaluation as well as self-influence. Self-leadership is characterized as a form of individual leadership. Techniques for self-leadership can be understood as operating within the theoretical frameworks of social cognitive theory, self-control theory, self-regulation theory, and self-leadership theory.

The theory of self-determination is an important theory that is relevant and is a good match for the concept of self-leadership (SDT). According to the SDT, humans have three primary psychological needs: the desire to be attached to other people, the need to feel competent in their lives, and the need to be independent. People are more likely to experience feelings of happiness and motivation when these needs are met to their satisfaction. Techniques for self-leadership are in line with the essential psychological requirements of SDT and can contribute to the fulfilment of these requirements.

Techniques of self-leadership have been shown to boost the performance of teams as well as the effectiveness of individuals, as well as job satisfaction, dedication, innovation/creativity, independence, psychological empowerment, trust, and self-efficacy (Neck & Houghton, 2006). According to the findings of Diliello and Houghton's (2006) study, which led to the development of a model concerning self-leadership, innovation, and creativity, individuals who have a high level of self-leadership abilities have the perception that they are more imaginative and creative than others. Those that demonstrate self-leadership behaviours tend to take their professions more seriously and are more dedicated to their teams, firms, or goals, as stated by (Bligh et al., 2006).

When it comes to psychological empowerment, which is increasingly seen as a "calling" among entrepreneurs, self-leadership can be a useful tool for entrepreneurs to enhance their abilities, confidence, and drive to achieve their goals. Self-leadership can be a useful tool for entrepreneurs to enhance their abilities, confidence, and drive to achieve their goals. Self-leadership strategies are effective tools that can assist business owners

achieve their goals of being creative and innovative in their enterprises. These strategies can also help business owners achieve success in their own endeavours.

In general, the study on self-leadership points to the concept as a beneficial tool for enhancing individual effectiveness and motivation. The self-determination theory offers a conceptual framework for understanding the essential psychological requirements that are met when self-leadership strategies are implemented. Self-leadership is a skill that can be of assistance to business owners in accomplishing their goals and expanding their companies.

2.5 CORE SELF EVALUATION

According to Judge, Locke and Durham (1997), Core Self- Evaluation is defined as the fundamental premises individuals hold about themselves and their functioning in their world. It consists of a global & fundamental construct of four personality traits; self-esteem, generalized self-efficacy, locus of control and neuroticism. Self-esteem represents the overall value that one places on oneself as a person. Generalized self-efficacy is one's estimate of one's fundamental ability to cope, perform and be successful. Internal Locus of control refers to one's belief that they can control a broad array of factors in their lives. Neuroticism refers to negative effects and emotional instability.

Core self-evaluation has been empirically linked to effective decision-making, positive job, and life satisfaction (Judge and Bono, 2001), organizational commitment (Bono and Colbert, 2005), performance (Erez and Judge, 2001; Judge and Bono, 2001), motivation

(Chen, Gully, and Eden, 2004), engagement (Rich, LePine, & Crawford, 2010), and popularity (Scott & Judge, 2009).

Chang et al. (2012) through meta-analysis found that Core Self-Evaluation was positively related to task performance and organizational citizenship behaviours and was negatively related to counterproductive work behaviour . As a result, it was concluded thatemployees with high Core Self-Evaluation not only perform their job duties as assigned, but also contribute to the psychosocial environment by supporting their co-workers, promoting the company, and refraining from acting in a way that would be detrimental to the organization and its members.

Simsek, Heavey, and Veiga (2010) devised and evaluated a model employing lagged, multisource data to examine the influence of CEO core self-evaluation on the entrepreneurial orientation of 129 enterprises. When the environment is regarded to be very dynamic, the influence of CEO core self-evaluation on entrepreneurial attitude is more evident. When environmental dynamism is minimal, core self-evaluation has little effect on entrepreneurial orientation.

Haleblian, Markoczy, and McNamara (2007) found that students enrolled in an executive Master of Business Administration degree programme who had higher core self-evaluations were more likely to choose riskier options, such as deviating from industry norms or choosing large-scale initiatives. This was demonstrated in a lab study using hypothetical strategic decision scenarios.

Nag et al. (2020) studied the relationship between CEO scanning practices and self-efficacy, as measured by the scanning intensity and proactiveness, and how these relationships affect business innovation and performance. Results indicated a strong correlation between scanning intensity and self-efficacy; furthermore, these researchers supported the notion of an arbitrative connection in which CEO self-efficacy limits the negative effects of scanning intensity on SME execution and growth.

In a laboratory experiment by Cristofaro, Giardino, and Leoni (2020), 120 graduate students were divided into groups of four and asked to participate in a simulation game where they had to make decisions as the general manager of a small manufacturing company. The study examined the Influence of Core Self-Evaluations on Group Decision Making Processes. Results indicate that to prevent overconfidence bias, get the highest performance, and balance intuitive and reflective thinking, a medium degree of CSE is preferred.

2.6 Theoretical Framework

The core self-evaluation, self-esteem, generalized self-efficacy, locus of control, neuroticism, effective decision-making, positive job and life satisfaction, organizational commitment, performance, motivation, engagement, and task performance, organizational citizenship behaviours, counterproductive work behaviour, CEO core self-evaluation, risk-taking, scanning practises, self-efficacy, and business innovation are the key concepts that are discussed in this content.

One theory that is relevant to this topic is the social cognitive theory by Bandura (1986). This theory, which focuses on the role of self-efficacy beliefs in predicting and explaining human behaviour, is one theory that is germane to this content. Those who have strong self-efficacy beliefs, according to the social cognitive theory, are more likely to join in activities, perform better, and keep going in the face of problems. This holds true regardless of the nature of the challenge. The extent to which an individual believes they are capable of accomplishing their goals, the activities they choose to pursue, and the amount of effort they put out all factor into their decision-making process. According to this theory, one's perspectives on their own level of self-efficacy are affected by a variety of factors, including social influence, physiological and emotional states, vicarious experiences, personal experiences, and social persuasion.

Another theory that is applicable to the topic at hand is the psychological empowerment theory, which posits that individuals who feel as though they are working in an empowering atmosphere report higher levels of motivation, job satisfaction, and overall performance on the job. Meaning, competence, self-determination, and influence are the four components that are included in the definition of psychological empowerment in terms of the cognitive processes that are involved. Those who have a strong sense of personal agency are more likely to see the work they do as a calling and to take the initiative to make positive changes in their careers.

The content makes several references to recent research studies, which demonstrate that there is a connection between fundamental self-evaluation and a variety of outcomes, such as good judgment, good job and life satisfaction, organizational commitment,

performance, motivation, engagement, and popularity. In addition, the research suggests that there is a link between core self-evaluation and risk-taking tendencies, as well as an entrepreneurial orientation and scanning procedures. The findings of this research lend credence to the social cognition theory's argument that beliefs regarding one's level of self-efficacy have an effect on both behaviour and performance.

The research conducted by Simsek et al. (2010) also reveals that core self-evaluation has a greater impact in dynamic workplaces. This finding is consistent with the psychological empowerment theory, which contends that individuals who experience empowerment at work are more inspired to take initiative.

In order to contribute new information to the body of knowledge already available, the purpose of this study is to investigate the relationship between core self-evaluation and entrepreneurial behaviour as a calling among modern entrepreneurs. It will study how core self-evaluation relates to the concept that one's vocation might be their job, as well as the degree to which this concept influences entrepreneurial endeavours. This link will also be investigated in terms of the influence that environmental factors have on it. The findings of this research will contribute to an expansion of the existing body of information about core self-evaluation, psychological empowerment, and entrepreneurial behaviour.

2. 7 WORK AS A CALLING

Dik & Duffy (2009) defined calling as a "transcendent summons, experienced as originating beyond the self, to approach a particular role in a manner oriented towards

demonstrating or deriving a sense of purpose or meaningfulness and that holds other oriented values and goals primary source of motivation".

According to research done by Wrzesniewski et al. (1997) even when wealth, education, and career are at least substantially controlled, respondents who saw their job as a Calling reported the greatest levels of life and work satisfaction. Furthermore, it was found that having calling is linked to greater health.

Yoon et al., (2017) conducted a study on primary care physicians and psychiatrists and found that physicians with a high sense of calling were less likely to report burnout. Physicians who had a strong sense of calling were less likely than those who didn't report regret about their decision to pursue medicine as a career, wish to switch clinical specialties, or wanting to stop practicing medicine soon.

According to research, those who have a calling are more likely to seek post- master's degree (Duffy & Sedlacek 2010) and studies in the field of their calling (Dobrow & Tosti-Kharas 2011). However, According to Lysova et al. (2018), calling works as a double-edged sword in relation to employability where it limits an employee's ability to evaluate prospective adjustments in their professional path since it forces people to rule out other options due to its self-defining character. Further, revealing in their study that calling does not directly relate to employability.

In an exploratory study on first year college students Duffy and Sedlacek (2007), found that the presence of a calling correlated positively with comfort, self-awareness, decidedness, and choice-work salience and negatively with indecision and a lack of

educational knowledge. The pursuit of calling was positively correlated with lack of educational information and indecision, and negatively correlated with comfort, self-clarity, decidedness, and choice-work salience.

Bunderson and Thompson (2009) found that zookeepers with a sense of calling strongly associated with their profession and perceived more significance in their line of work in their study on the meaning of work. Additionally, they were more inclined to view their jobs as moral obligations and to forgo their comfort, pay, and free time in favour of their jobs.

A study by Rawat and Nadavulakere (2015) found that having a strong work calling is advantageous for both people and organizations. Results reveal that people with strong work callings are more devoted to their companies, have less emotional exhaustion, and perform better in context.

2. 8 Theoretical Framework

The content's primary ideas include calling, psychological empowerment, job satisfaction, burnout, regret, career decision-making, educational knowledge, comfort, self-awareness, moral responsibility, and work performance.

Self-Efficacy Theory Bandura (1986) is one theory that can be used to understand the idea of psychological empowerment and calling among entrepreneurs (SET). The term "self-efficacy" describes a person's confidence in their capacity to carry out a specific task or realize a specific objective. Self-efficacious people are more inclined to take on difficult

jobs, establish lofty objectives, and persevere in the face of challenges or disappointments, according to SET.

Self-efficacy can play a significant role in a person's decision to launch and maintain a new business endeavour in the context of entrepreneurship. According to research, entrepreneurs who have higher levels of self-efficacy are more likely to seize chances, keep going after setbacks, and succeed in the end (Chen, Greene, & Crick, 1998; Luthans & Youssef, 2007).

Also, people who see entrepreneurship as a calling could feel more competent in this area. They may be more likely to think they possess the skills and abilities required to thrive in this sector if they see their work as important and purposeful. This may then encourage more entrepreneurship-related motivation, effort, and tenacity.

SET has been connected to other facets of psychological empowerment, such as job happiness and organizational commitment, in addition to its significance to the idea of calling in entrepreneurship (Stajkovic & Luthans, 1998). SET may improve people's senses of autonomy, competence, and relatedness by raising their self-confidence, ultimately leading to higher psychological empowerment overall.

In conclusion, the Self-Efficacy Theory offers a helpful framework for comprehending the significance of psychological empowerment and calling in entrepreneurship as well as for examining the elements that contribute to success and fulfilment in this field.

The conservation of resources idea is another hypothesis that can explain the connection between calling and professional outcomes (COR). According to this theory, humans have

a desire to acquire and safeguard resources, particularly those that are social and personal. One's feeling of self and purpose can be improved by having a calling, which can ultimately result in higher work performance and overall well-being (Hobfoll, 1989).

The research offers proof that finding one's calling can be advantageous to both people and businesses. According to research by Wrzesniewski et al. (1997) and Yoon et al. (2017), seeing one's job to be a vocation is linked to better commitment to one's career as well as more life and work happiness. Also, having a strong work calling might result in higher performance and reduced emotional tiredness, as shown by the study by Rawat & Nadavulakere (2015).

On the other hand, having a calling may impede career exploration and flexibility, as highlighted by the study of Lysova et al. (2018). The study by Duffy and Sedlacek (2007) contends that uncertainty and a lack of academic preparation may be linked to the pursuit of a calling.

Overall, the evidence points to the possibility of both benefits and negatives from having a vocation in one's life and career. Future study could examine the underlying processes and mediators of the calling-work link, such as the influence of personal and contextual factors, in order to fully understand the effects of calling on psychological empowerment and professional results.

2.9 PSYCHOLOGICAL EMPOWERMENT AND SELF LEADERSHIP

Psychological empowerment and self-leadership are two of the most important concepts in psychology, and a lot of in-depth study has been done on both of them. Self-leadership, on the other hand, is when a person is able to influence and direct their own behaviour in order to achieve the goals that they have set for themselves. A person's level of psychological empowerment can be measured by how much control and independence they feel they have over their employment. It is of the utmost importance to do research on the connection between psychological empowerment and self-leadership, as well as to conduct a literature review on the topic.

According to the research findings, self-leadership and psychologicalempowerment are positively associated with one another. People who feel psychologicallyempowered are more likely to engage in self-leadership behaviours, such as setting goals,keeping track of their progress, and taking action to reach those goals, according to the research that was conducted by Spreitzer (1995). These behaviours include setting goals, keeping track of their progress, and taking action. In addition, the research conducted by Neck and Manz in 1996 found that individuals who engage in self-leadership are more likely to have a sense of psychological empowerment.

In addition, studies have shown that the ability to exercise self-leadership might act as a link between psychological empowerment and professional achievement in the workplace. For instance, Kim and Beehr (2018) found that self-leadership mediated the association between psychological empowerment and job performance among Korean employees. This finding was made possible by self-leadership. Liden, Wayne, and

Sparrowe (2000) came to very similar conclusions. They found that self-leadership worked as a mediator between psychological empowerment and job happiness among American workers. This was the finding that they found most interesting.

Furthermore, studies have been conducted to investigate the many ways in which psychological empowerment and self-leadership are related to one another for men and women. For instance, Kiefer and Chrobot-Mason (2019) found that women and men have different correlations with psychological empowerment and self-leadership. These findings were found in a study that they conducted. The authors hypothesize that this may be the case due to the fact that women are more likely to encounter challenges to their sense of autonomy and control while they are in the workforce.

Notwithstanding the positive connection that exists between psychological empowerment and self-leadership, there are challenges to be overcome in order to make this connection. For instance, Oreg and Berson (2011) found that individuals who were more susceptible to the influences of others, such as those with high levels of neuroticism or low levels of self-esteem, had weaker relationships between psychological empowerment and self-leadership. This was the case regardless of whether the individuals lacked high levels of self-esteem or high levels of neuroticism. In Dvir and Shamir's (2003) study, it was discovered that the link between psychological empowerment and self-leadership was less for persons who were more risk-averse. This was one of the findings of the study.

The results of the study suggest that psychological empowerment and self-leadership have a positive association with one another. Individuals who experience a sense

of psychological empowerment have a greater propensity to engage in self-leadership behaviours, which have the potential to boost both job satisfaction and performance. This relationship is hindered by a number of reasons including individual differences in sensitivity to external stimuli and aversion to risk. It has also been discovered that there is a gender-specific difference in the association between psychological empowerment and self-leadership. While conducting an analysis of an individual's behaviour and performance on the job, it is essential to take into account both psychological empowerment and self-leadership.

2.10 PSYCHOLOGICAL EMPOWERMENT AND CORE SELF EVALUATION

The notions of psychological empowerment and basic self-evaluation play an important role in the investigation of individual attitudes and behaviors. The degree to which individuals feel competent and are able to exercise influence over their work environment is referred to as psychological empowerment. Central self-evaluation, on the other hand, refers to the core idea that individuals hold regarding their own self-worth and capacity to deal with obstacles.
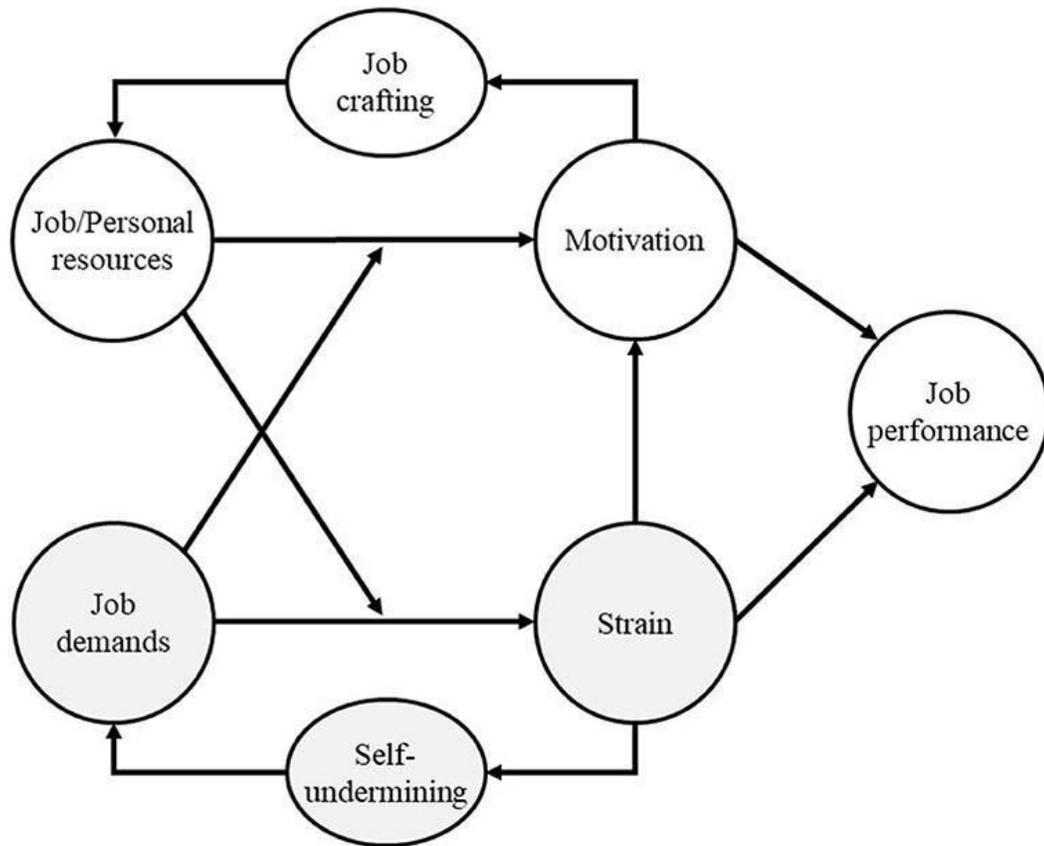
Figure 3. *Job Demands-Resources Theory (Bakker & Demerouti, 2017)*

The Job Demands-Resources (JD-R) paradigm is an applicable theory that can assist in explaining the connection between basic self-evaluation and psychological empowerment. According to the JD-R model, job resources such as autonomy and social support may help increase a person's psychological empowerment, which in turn leads to beneficial work outcomes. According to a study conducted by Judge and Bono (2001), employees who report high levels of basic self-evaluation also report higher levels of job satisfaction, enhanced job performance, and increased psychological empowerment.
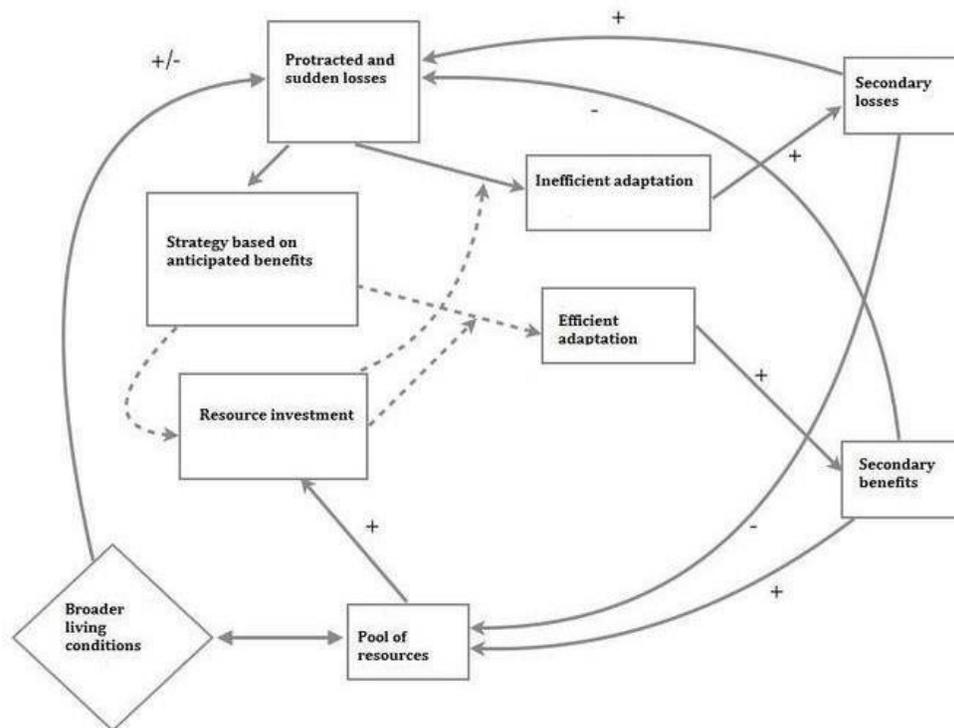
FIGURE 4: *CONSERVATION OF RESOURCES THEORY. SOURCE: HESZEN IRENA, PSYCHOLOGY OF STRESS. FAVORABLE AND ADVERSE EFFECTS OF STRESS. WARSAW: WYDAWNICTWO NAUKOWE PWN; 2013; 18-56.*

This connection may also be understood by referring to the Conservation of Resources theory (often abbreviated as COR). According to the COR theory, individuals strive to acquire, keep, and protect resources they value, including personal resources such as self-esteem and self-efficacy. This is because individuals view these resources as important to themselves. People are more likely to feel stress and undesirable consequences when they believe that their resources are under attack. This hypothesis may help explain why persons with high levels of inner self-evaluation are more likely to feel psychological empowerment (Hobfoll, 1989).

According to this idea, these individuals have a better awareness of both their own personal resources and their own sense of self-worth.

In addition, previous study has established a connection between psychological autonomy, basic self-evaluation, and the achievement of success in business. For example, Chen et al. (2018) discovered that business owners who have greater levels of psychological empowerment are more likely to participate in proactive behaviors that lead to their success. These behaviors include actively searching out new possibilities and taking risks that have been well evaluated. According to Rauch and Frese (2007), persons who have high levels of inner self-evaluation may be more inclined to persevere in the face of hurdles and disappointments. This is a crucial feature of successful entrepreneurs.

The relationship between psychological autonomy and basic self-evaluation might be described as complex and multifaceted as a whole. Both the JD-R and COR theories offer a helpful framework for appreciating this relationship, and research has proved the usefulness of both of these notions for the success of entrepreneurial endeavors. Individuals may be assisted in developing the abilities and mentality necessary to prosper in today's rapidly changing workplace by gaining an understanding of the interaction that exists between these two notions.

2. 11 PSYCHOLOGICAL EMPOWERMENT AND WORK AS A CALLING

In recent years, there has been a growing interest in the relationship between how individuals perceive their work as a calling and psychological empowerment. Two psychological theories that can help explain this relationship are the Person-Environment (P-E) fit model and the Job Crafting Theory.
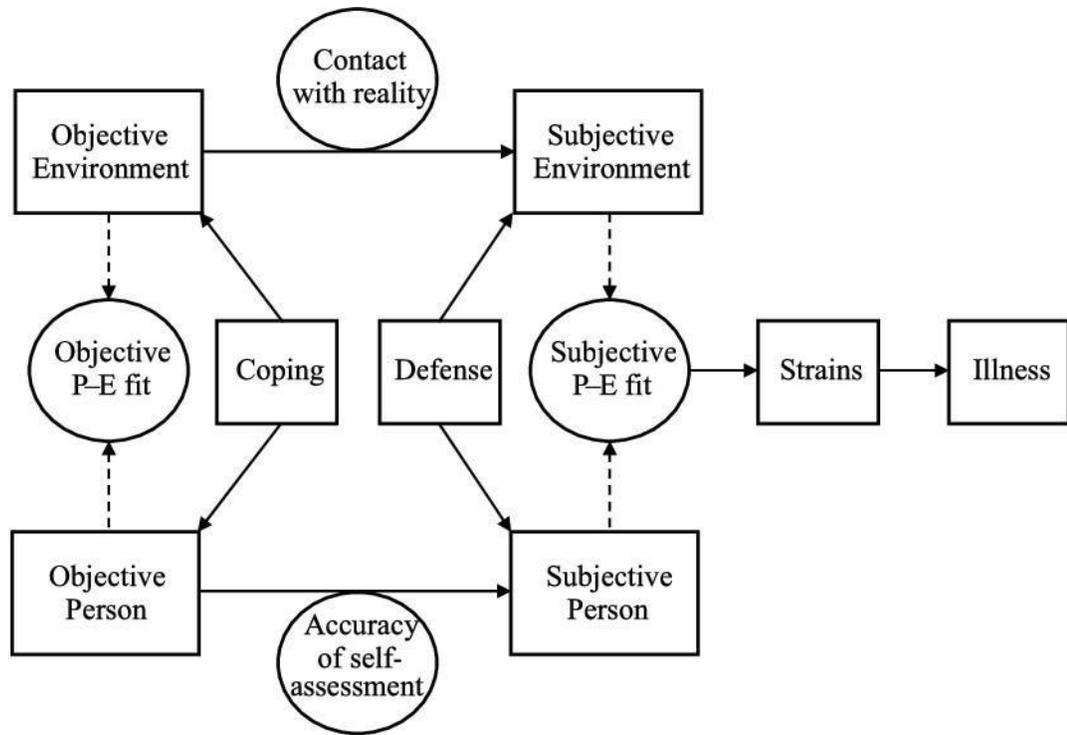
Figure 5 *P-E fit Model (Edwards, 2008).*

The P-E fit model postulates that the workplace experiences of individuals are influenced by the degree of congruence between their personal characteristics and the requirements of their job and work environment. Individuals experience greater job satisfaction, engagement, and well-being when there is a suitable fit. P-E fit is

positively associated with psychological empowerment and work as a vocation, according to multiple studies.

For instance, Kim et al. (2013) discovered that perceived person-job compatibility was positively associated with psychological empowerment, which was in turn positively associated with work as a vocation. Another study by Wrzesniewski et al. (2013) discovered that individuals who viewed their work as a calling reported higher levels of P-E fit. This suggests that individuals who view their work as a calling are more likely to find work environments that match their personal characteristics.

Job Crafting Theory posits that individuals shape their work environments to reflect their personal values, strengths, and interests. Individuals with higher levels of job satisfaction, engagement, and well-being engage in job crafting. Multiple studies have found a correlation between job crafting and psychological empowerment and work as a calling.

For instance, Tims and Bakker (2012) discovered that job crafting is positively associated with psychological autonomy and work engagement. It was found in a separate study that job craftsmanship was positively associated with the perception of one's work as a vocation (Hsieh & Huang, 2014).

These studies indicate that there may be a reciprocal relationship between psychological empowerment and work as a vocation, and that both P-E fit and job crafting may be significant factors in this relationship. In addition, these studies suggest that individuals who view their work as a vocation are more likely to find

work environments that match their personal characteristics and to engage in job crafting to align their work with their personal values and interests.

Person-Environment (P-E) fit model and Job Crafting Theory are two important psychological theories that help explain the relationship between psychological empowerment and work as a vocation. Individuals who view their work as a vocation may be more likely to find work environments that match their personal characteristics and to engage in job crafting to align their work with their personal values and interests, according to these theories. Future research should continue to investigate these connections and the mechanisms underlying these effects.

Existing research indicates that psychological empowerment and work as a vocation are closely related concepts with substantial implications for employee well-being and organizational outcomes. This relationship is the subject of our research, with a concentration on the relevance of the concept of work as a calling to entrepreneurial individuals. We believe that by comprehending the factors that contribute to a sense of purpose and meaning in one's work, we will be able to assist individuals and organizations in creating more meaningful and fulfilling work experiences.

CHAPTERIII:

METHODOLOGY

3.1 Overview of the Research Problem

- 'Entrepreneur' a French word derived from the verb 'entreprendre' meaning a 'between taker' or 'go-between' first made its presence in literature in the year 1253, the definition of the word changed over years to ultimately settle on business i.e. to designate the one who buys and sells goods at uncertain prices. Gartner (1985) defined the term entrepreneur as being applied to the founder of a new business or a person who started a new business where there was none before. 'Entrepreneur' giving rise to the term 'entrepreneurship' was defined as a way of thinking, reasoning, and acting that is opportunity obsessed, holistic in approach and leadership balanced. (Timmons, 1999) and as the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities (Onuha, 2007).

- Indian history marks the existence of Entrepreneurs and traders from the ancient Kanishka Empire, the downtrend of which was seen after the British invasion. The Indian entrepreneurs where then forced to give up their entrepreneurship and submit to the British. British conquest gave rise to new economic and political systems whose economic interests were solely guided by the British. The pre-British era was dominated by the farmers

along with textile merchants and craftsmen. The Industrial revolution paved way for the British to sell Indian goods in foreign lands and earn profits. The exploitation and downfall of Indian economy was the result of the newly introduced systems and hostile policies imposed by the British rule. The freedom of India from foreign rule gave birth to new ideologies which indeed resulted in the success of Indian industrialists and capitalist, who helped uplift the weaker sections of the society. Though these were good changes, the growth of entrepreneurship was slow paced because of the financial crisis. The planned development and expanded entrepreneurship path followed by the Government of India has resulted in the socio-economic composition of Entrepreneurial class.

o The survey conducted in the year 2019 by the Global Entrepreneurship Monitor (GEM) which is the only global research source that collects data on entrepreneurship directly from individual entrepreneurs, suggests that globally about 65.66% population consider entrepreneurship as a good career choice, where India ranks at the top with an average of 89.54%. India has seen a noticeable spike in entrepreneurial intention and established business ownership between year 2018 and 2019, also about 92.30% people in India believe that successful entrepreneurs receive a high standing.

o Empowerment has been accepted as an important organizational factor in satisfying the psychological needs of employees in the workplace, improving organizational and personal effectiveness to achieve

organizational goals. According to Menon (2001) the benefits of empowerment can only be attained if employees experience empowerment i.e. the psychological state of empowerment. The psychological perspective of empowerment is known as psychological empowerment. It can be defined as a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact (Spretizer, 1995). Research has found no evidence of gender difference in relation to psychological empowerment. Zhang and Bartol (2010) suggest that psychological empowerment positively influences intrinsic motivation, which in turn is positively related to employee creativity.

o Bligh et al. (2006) state that individuals who display self-leadership behaviours generally embrace their work duties much more, in other words, it is expected that individuals applying self-leadership traits show more commitment to their duties, goals, teams or organizations. It is defined as a process of cognitive and behavioural self-evaluation and self-influence whereby people achieve their self-direction and self-motivation needed to shape their behaviours in positive ways in order to enhance their overall performance. Self-leadership strategies that are behaviour focused natural reward, and constructive aim to motivate personal effectiveness and help understand the concept of self-leadership.

o Core self-evaluation was positively related to task performance and organisational citizenship behaviours and was negatively related to

counterproductive work behaviour. Employees with high core self-evaluation not only perform their job duties as assigned but also contribute to the psychosocial environment by supporting their co-workers, promoting the company & refraining from acting a way that would be detrimental to the organization and its members.

o According to research done by Wrzesniewski et al. (1997) respondents who saw their job as a calling reported greatest levels of life & work satisfaction. Research further suggests that individuals who have a strong work calling holds important advantage for both the employee and the organizations as they are more devoted, have less emotional exhaustion & perform better.

3.2 Operationalization of Theoretical Constructs

Entrepernuers: "A person who habitually creates and innovates to build something of recognized value around perceived opportunities" (Bolton & Thompson, 2000).

Psychological Empowerment: It is defined as a "motivational construct manifested in four cognitions; meaning, competence, self-determination & impact" (Spretizer, 1995a).

Self Leadership: Self-leadership is described as "the process of influencing oneself" (Neck & Manz, 2013, p. 5)

Core Self Evaluation: "Core Self- Evaluation is defined as the fundamental premises individuals hold about themselves and their functioning in their world" (Judge, Locke & Durham, 1997),

Work as a Calling: "A transcendent summons, experienced as originating beyond the self, to approach a particular role in a manner oriented towards demonstrating or deriving a sense of purpose or meaningfulness and that holds other oriented values and goals primary source of motivation" (Dik & Duffy, 2009)

3.3 Research Purpose

The proposed investigation aims to explore correlates & predictors of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling among male & female entrepreneurs.

3. 4 Research Questions

- Is there a relationship between Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among entrepreneurs?

- What are the predictors of Core Self Evaluation among entrepreneurs?

- Are there any gender differences between Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among entrepreneurs?

3. 5 Objectives

- To study the relationship between Psychological Empowerment, Self- Leadership, Core Self- Evaluation and Work as a Calling among Entrepreneurs.

- To study the correlates and predictors of Work as a Calling among male & female Entrepreneurs.

- To study gender differences in Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among Entrepreneurs.

3. 6 Hypothesis

- Psychological Empowerment and its subdimension, i.e. Meaning, Competence, Self Determination and Impact will be significantly correlated with Core Self Evaluation.

- Psychological Empowerment and its subdimension, i.e. Meaning, Competence, Self Determination and Impact will be significantly correlated with Work as a Calling and its subdimension, Presence of Meaning and Search for Meaning.

- Psychological Empowerment and its subdimension, i.e. Meaning, Competence, Self Determination and Impact will be significantly correlated with Self Leadership and its subdimensions Behaviour Awareness & Volition(self-goal, self-observation); Task motivation (visualising performance, self-reward); Constructive Cognition (self-talk, evaluation).

- Core self-evaluation will have significant impact on Psychological Empowerment, Work as a Calling and Self Leadership.

- Significant gender differences will be found in Psychological Empowerment, Work as a calling, Self-Leadership and Core Self Evaluation.

3.7 Research Design

For the present research quantitative approach was used. Researchers use the quantitative research method when the purpose of research is to obtain primary data, that is, data gathered and assembled particularly for the study, in contrast to secondary data. The

present study follows the quantitative research design intended to examine the correlation among the variables used in the study.

3.8 Population and Sample

A total of 200 entrepreneurs (100 Males & 100 Females) within the age range of 25-50 years were taken from India. For the study to investigate the aim, purposive sampling was adopted.

3.9 Participant Selection

To study Psychological Empowerment, Self-Leadership, Core-Self Evaluation & Work as a Calling among Entrepreneurs, purposive sampling was used, to select 100 Male and 100 female Entreprenuers in the age 25 to 50 years.

Purposive sampling is a non random sampling technique where particpants are selected based on specific criteria related to research question. Entreprenuers are a unique group of indiviudals with specific chactaeristics. The research required to study the constrctus specifically among entreprenuers, therefore, the need to select participants who meet specific criteria. Purposive sampling provides a targeted approach to selecting partcipants and ensured that the study's research question is appropriately addressed by selecting individuals with necessary characteristics. Entreprenuers are disperesed across various locations and industries and locations and it can be difficult to identify them through random sampling techniques. The use of purposive sampling would allow to traget specific indiviudals or groups such as through professional networks, industry associations, co-

working spaces, to ensure that the sample represented the population of intereset adequately. The responses will be confidential and allow research participants to answer confidentaily. Letters will be sent to them in advance to solicit their permission to fill the questionaires along with informed consent form.

3.10 Instrumentation

The following standardized tests & tools will be used to measure Psychological Empowerment, Self-Leadership, Core-Self Evaluation & Work as a Calling among Entrepreneurs.

1. **Psychological Empowerment Scale** (Spretizer, 1996): The scale consists of 4 subdimensions; meaning, self-determination, competence and impact, each dimension consisting of 3 items. The scale consists of 12 items in total. The scale is on 7 Likert scale ranging from Very Strongly Disagree to Very Strongly Agree. The Cronbach alpha reliability for the scale was found to be 0.88. Cronbach alpha coefficients for meaning, competence, self-determination, and impact scores were .81, .76, .85, and .83 respectively. Test retest-reliability has been shown to be strong and validity estimates for the dimensions are typically around .80

2. **Abbreviated Self Leadership Questionnaire** (ASLQ) (Houghton, Dawley, Diliello, 2012): The scale consist of 9 items and includes 3 subdimensions; Behaviour & Awareness Volition,(includes Self-Goal setting & Self Observation)

Task Motivation(Visualizing successful performance & self-reward) & Constructive Cognition(evaluating beliefs & assumptions & self-talk).

The ASLQ showed a Cronbach alpha of .73. In addition, the reliability estimates associated with each of the three subscales are task motivation = 0.71, constructive cognition = 0.78, behaviour awareness and volition = 0.85.

3. **Core Self-Evaluation Scale** (Judge, Erez, Bono, Thoresen, 2003): The scale consists of 12 items which measures 4 subdimensions; Self-Esteem, General Self-Efficacy, Neuroticism and Locus of Control. The scale is on 5 point Likert scale ranging from Strongly Disagree to Strongly Agree.

The coefficient alpha reliability estimates were above .80 with an average reliability of .84 across all the six measurements. Cronbach alpha coefficients for Neuroticism, Self Esteem, generalized Self-Efficacy, Locus of Control and Job Satisfaction were .87, .75, .81, .50, .82 respectively. Test-retest reliability was 31, which shows good stability (test-retest reliability). The ICC value was .43, which shows reasonable interrater reliability. The CSES displayed convergent validity as evidence by its correlations with the four core traits.

4. **Brief Calling Scale** (Dik, Eldridge, Steger, Duffy, 2012): The scale is comprised of 2 item-subscales that measure the degree to which people feel they have a calling; Presence of Calling and Search of Calling. The scale is on 5 Likert scale ranging from Not at all true of me to Totally true of me.

The Brief Calling Scale has shown evidence of internal consistency reliability, moderate test-retest reliability, criterion-related and construct validity, and convergent and discriminate validity over time and informants (Dik et al., 2012). The two items of BCS-search correlate at $r = 0.75$, and the two items of BCS-presence correlate at $r = 0.81$. The validity of the search for and presence of calling has been supported in the findings of their close association with criterion variables, such as intrinsic work motivation and meaning in life (Dik et al., 2012).

3.11 Data Collection Procedures

Keeping in view the objectives and ethical considerations, following procedures was executed by the researcher:

To investigate the impact of psychological empowerment, self-leadership, core self-evaluation and work as a calling among entrepreneurs the research was initiated. Literature review was collected, and the various researchers were studied. The tools for data collection for all the variables were gathered. Next, the hypothesis was formulated, and the expected outcomes were identified. The sample of entrepreneurs were identified and approached for data collection. The purpose of the present study was explained in brief to all the participants and their doubts related to the questionnaire were cleared. The participants were both males and females. Upon giving the instructions to the participants, data was collected. Prior to completing the questionnaires, participants were informed of their option to participate or not as participation is voluntary. Informed consent was obtained from the study participants of the data collection process. Participants who declined the informed consent were thanked for their interest. The data was collected via

offline hard copy of the questionnaire as well through online google forms. The elements formed part of the data collection process a) Informed consent b) Demographic Information c) Psychological Empowerment Scale (Spretizer, 1996) Abbreviated Self Leadership Scale (Houghton, Dawley, Diliello, 2012), Core Self Evaluation Scale (Judge, Erez, Bono, Thoresen, 2003), Brief Calling Scale (Dik, Eldridge, Steger, Duffy, 2012). Participants were required to read and give their consent before they moved forward to answer the survey questionnaires. The informed consent described the study, including the purpose of the study, voluntary nature of participation, confidentiality and anonymity and the right of participants to opt-out of the study at any time without penalty. The demographic information included name, age, city, company name, company establishment year, company type. The survey questionnaires make up the remaining elements of the data. Once the desired response was gathered, participants were thanked for their valuable response and time. The scores were compiled in excel sheets for each variable and each participant. For the analysis of raw scores, the help of SPSS was taken. Prior to the scoring and calculation, data were checked for entry errors using frequency analysis and ensured all discrepancies were removed. The Mean, Standard deviation, Correlation Analysis T-Test along with Multiple Regression Analysis was employed using SPSS, to understand the relationship among predictor and criterion variables. Once the results were tabulated, the interpretation and analysis of the results was done. Further, the limitations of the study, implications of the study and recommendations for future research in the field were written.

3.12 Data Analysis

Scoring for all the given tests was done as per the scoring instructions given in the manuals. The raw scores were tabulated and subjected to various statistical analysis by using

Statistical Product and Service Solution (SPSS) Package. Keeping in view the objectives of the study, statistical analysis Mean, Standard Deviation, Correlation Analysis, T-Test & Multiple Regression was conducted. Correlation analysis was carried out to test the relationship between the variables. T-Test was taken out to see the significant differences between the groups. Multiple Regression Analysis was carried out to delineate the significant predictors for the criterion variables. Before carrying out statistical tests, the assumptions of normality and homogeneity of variance were checked. The responses that emerged through the semi-structured interview schedule, were analyzed qualitatively and the results are presented in the form of tables, bar graphs and pie-charts.

3.13 Research Design Limitations

Selection bias is a possible limitation of a study examining the relationship between psychological empowerment, self-leadership, fundamental self-evaluation, and work as a calling among Indian entrepreneurs. There may be systematic differences between entrepreneurs who are willing to participate in research and those who choose not to, which could limit the generalizability of the findings. Moreover, if all data are collected through self-report measures, the observed relationships between variables may be exaggerated due to the common method bias. The use of a cross-sectional design would also hinder the ability to establish causal relationships between the variables, and there may have been uncontrolled confounding variables. Another limitation of the study may be the measurement of the constructs under investigation. For instance, the operational definitions and measurement instruments used to assess psychological empowerment, self-leadership,

central self-evaluation, and work as a calling may not be culturally appropriate or relevant for the Indian population, which could compromise the results' validity. In addition, the study's sample size could be small, which could reduce its statistical power and increase the likelihood of type II errors. The study's reliance on entrepreneurs as the study population may limit the findings' applicability to other occupational groups, as the experiences and motivations of entrepreneurs may differ from those of individuals in other professions. Lastly, there may be cultural differences in how people from India perceive and conceptualize these concepts, which may limit the applicability of the findings to other populations or contexts. To ensure the validity and generalizability of the study findings, it is necessary for researchers to consider and resolve these potential limitations.

3.14 Conclusion

The present variables draw an important yet relatively understudied variables to investigate the impact of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling among Entrepreneurs. India introduction of initiative like "Start-Up India", "Make in India" is generating entrepreneurs from non-business communities and even traditional family businesses. Entrepreneurship research has attracted a significant number of researchers from countries like North America & Europe. In decades, India has already shown tremendous entrepreneurial ability and research will be helpful in further expanding entrepreneurship as an entrepreneur is the driving force for the advancement of the country's economic growth.

Thus, the proposed research can help to improve the identified psychological factors of entrepreneurs. The study might have significant implications for practice & the findings could be insightful in both preventive & remedial way. The results and outcomes of this research may help present facts and become the basis to form relevant policies. Finally, the present research will provide a detailed insight into the entrepreneurs & their efficacy in running their enterprises by highlighting the correlates and predictors of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling, which will enable them to build effective entrepreneurial growth initiatives that will help them develop those attributes and make them a successful entrepreneur.

CHAPTER IV:

RESULTS

While determining the subject and structure of research, the code of conduct was followed. The research followed scientific methods, scholastic and societal significance and ensured that the research design adequately addressed the research questions. Justification for methods employed and organized and classified to collect data was verified. It was necessary to perform an ethical evaluation and obtain necessary permissions. Since the research entailed human participants, obtaining the necessary ethical approval and permissions was essential. In addition, the research adhered to the principles of research integrity, and any external stakeholders or funding bodies must disclose their role and any potential conflicts of interest. Lastly, it was essential to ensure that the research findings and data are made public whenever possible, and that any instances where data cannot be disclosed are adequately justified and documented.

The data analysis was run to find out the answers for the above stated research questions.

4.1 Research Question One

Is there a relationship between Psychological Empowerment, Self-Leadership, Core Self-evaluation, and Work as a calling among Entrepreneurs?

Table 1

Shows N, Mean and Standard Deviation of Male and Female Entrepreneurs.

	Gender	Meaning	Competence	Self determination	Impact	Core Self evaluation	Presence of Meaning	Search for Meaning	Self-Goal	Self-Observation	Visualizing	Self-reward	Evaluation	Self-Talk
N	MALES	100	100	100	100	100	100	100	100	100	100	100	100	100
	FEMALES	100	100	100	100	100	100	100	100	100	100	100	100	100
Mean	MALES	7.98	8.16	8.10	7.78	7.97	8.01	8.13	8.16	7.81	8.07	7.93	7.96	7.99
	FEMALES	8.11	8.18	8.18	7.91	7.98	8.22	8.21	8.17	7.93	8.20	8.10	8.02	8.22
Standard deviation	MALES	0.887	0.813	0.882	0.799	0.846	0.882	0.861	0.884	0.849	0.913	0.756	0.984	0.882
	FEMALES	0.803	0.730	0.821	0.712	0.804	0.660	0.844	0.766	0.640	0.995	0.689	0.791	0.645

Table 2
Shows the relationship between Psychological Empowerment, Self-Leadership, Core-Self Evaluation and Work as a Calling among Entrepreneurs.

	Meaning	Competence	Self determination	Impact	Core Self evaluation	Presence of Meaning	Search for Meaning	Self-Goal	Self-Observation	Visualizing	Self-reward	Evaluation	Self-Talk
Meaning	—												

	Meaning	Competence	Self determination	Impact	Core Self evaluation	Presence of Meaning	Search for Meaning	Self-Goal	Self-Observation	Visualizing	Self-reward	Evaluation	Self-Talk
Competence	0.389 ***	—											
Self determination	0.591 ***	0.239 ***	—										
Impact	0.293 ***	0.140 *	-0.130	—									
Core Self evaluation	0.860 ***	0.339 ***	0.435 ***	0.421 ***	—								
Presence of Meaning	-0.008	0.333 ***	0.021	0.047	-0.003	—							
Search for Meaning	0.317 ***	0.484 ***	0.508 ***	-0.045	0.322 ***	0.279 ***	—						
Self-Goal	0.457 ***	0.556 ***	0.554 ***	0.017	0.435 ***	0.312 ***	0.768 ***	—					
Self-Observation	0.420 ***	0.151 *	0.052	0.679 ***	0.441 ***	-0.000	-0.185 **	-0.046	—				
Visualizing	0.652 ***	0.536 ***	0.472 ***	0.342 ***	0.561 ***	0.167 *	0.386 ***	0.507 ***	0.451 ***	—			
Self-reward	0.113	0.103	0.062	0.032	0.093	0.244 ***	0.093	0.046	-0.042	0.012	—		
Evaluation	0.567 ***	0.361 ***	0.373 ***	0.214 **	0.609 ***	-0.006	0.307 ***	0.282 ***	0.290 ***	0.462 ***	0.070	—	
Self-Talk	0.077	0.405 ***	0.091	0.121	0.082	0.943 ***	0.344 ***	0.379 ***	0.066	0.244 ***	0.290 ***	0.074	—

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

4.2 Research Question Two

What are the predictors of Core Self Evaluation among entrepreneurs.?

Table 3

Multiple regression analysis of Core Self Evaluation (N=200)

Sr. No.	Predictors	β	SE	t	p
1	Meaning	0.76616	0.0529	14.07742	< .001
2	Self determination	-0.11648	0.0487	-2.31328	0.022
3	Impact	0.1643	0.0522	3.41745	< .001
4	Self Goal	0.14644	0.059	2.47746	0.014
5	Evaluation	0.185	0.0377	4.53108	< .001

Multiple R² = 0.809, F-Value = 66, df1 = 12, df2 = 187, p<.001

4.3 Research Question Three

- Are there any gender differences between Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among entrepreneurs?

Table 4

T-statics showing Gender Differences among Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among Entrepreneurs.

	Group	N	Mean	Median	SD	T stats
Meaning	MALES	100	7.98	8.00	0.887	-1.0864
	FEMALES	100	8.11	8.00	0.803	
Competence	MALES	100	8.16	8.00	0.813	-0.1830
	FEMALES	100	8.18	8.00	0.730	
Self determination	MALES	100	8.10	8.00	0.882	-0.6639
	FEMALES	100	8.18	8.00	0.821	
Impact	MALES	100	7.78	8.00	0.799	-1.2149

	Group	N	Mean	Median	SD	T stats
	FEMALES	100	7.91	8.00	0.712	
Core Self evaluation	MALES	100	7.97	8.00	0.846	-0.0857
	FEMALES	100	7.98	8.00	0.804	
Presence of Meaning	MALES	100	8.01	8.00	0.882	1.9062
	FEMALES	100	8.22	8.00	0.660	
Search for Meaning	MALES	100	8.13	8.00	0.861	-0.6636
	FEMALES	100	8.21	8.00	0.844	
Self Goal	MALES	100	8.16	8.00	0.884	-0.0855
	FEMALES	100	8.17	8.00	0.766	
Self Observation	MALES	100	7.81	8.00	0.849	-1.1287
	FEMALES	100	7.93	8.00	0.640	
Visualising	MALES	100	8.07	8.00	0.913	-0.9627
	FEMALES	100	8.20	8.00	0.995	
Self reward	MALES	100	7.93	8.00	0.756	-1.6626
	FEMALES	100	8.10	8.00	0.689	
Evaluation	MALES	100	7.96	8.00	0.984	-0.4752
	FEMALES	100	8.02	8.00	0.791	
Self Talk	MALES	100	7.99	8.00	0.882	-2.1054
	FEMALES	100	8.22	8.00	0.645	

4.4 Summary of Findings

Based on the results of the study, there are several key findings.

- Psychological empowerment is positively correlated with various subdimesnions, including competence, self determination, impact and meaning. This suggests that entreprenuers who feel empowered in their work tend to feel more capable, autonomous and fulfilled.

- Core self evaluation is also positively correlated with all subdimesnions of psychological empowerment, indicating that entreprenuers with a positive self concept tend to feel more empowered.

- Work as a calling, specifaccly the presence of meaning and search for meaning is positively correlated with various subdimensions of psychological empowerment. This suggests that entreprenuers who view their work as meaningful and pursposeful tends to feel more empowered.

- Self leadership techniques such as self talk and visualizing are also positively correlated with various subdimesions of psychological empowerment. This suggests that entreprenuers who enegage in positive self talk and visualistaion tend to feel more capable and fulfilled in their work.

- The multiple regression ananlysis revelaed that five varaibles (meaning, self determination, impact, self goal and evaluation) were significant predictors of core self evaluation and the predictors explained 80.9% of the variance in core self evaluation, meaning being the strongest predictor, indicating that entreprenuers who percieve their work as meaningful are more likely to have higher levels of core self evaluation.

- Finally, the study found that female entreprenuers score higher in self talk compared to male entreprenuers, suggesting that female entreprenuers are more likely to engage in positive self talk and may therefore feel more empowered in their work.

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CHAPTER V:

DISCUSSION

5.1 DISCUSSION OF RESULTS

The aim of present research was to investigate the relationship between Psychological Empowerment, Self Leadership, Core Self Evaluation and Work as a Calling among Entreprenuers. The resarch also aimed to study predictors of Core Self Evaluation and gender differnces between above stated variables.

Table (1) shows Mean values for Males; Meaning (7.98), Competence (8.16), Self determination (8.10), Impact (7.78), Core self evaluation (7.97), Presence of meaning (8.01), Search for meaning (8.13), Self goal (8.16), Self observation (7.81), Visualising (8.07), Self reward (7.93), Evaluation (7.96), Self talk (7.99).

The Standard deviation values for Males; Meaning (0.887), Competence (0.813), Self determination (0.882), Impact (0.799), Core self evaluation (0.846), Presence of meaning (0.882), Search for meaning (0.861), Self goal (0.884), Self observation (0.849), Visualising (0.913), Self reward (0.756), Evaluation (0.984), Self talk (0.882)

Table (1) also shows Mean values for females, Meaning (8.11), Competence (8.18), Self determination (8.18), Impact (7.91), Core self evaluation (7.98), Presence of Meaning (8.22), Search for meaning (8.21), Self goal (8.17), Self observation (7.93), Viuslaising (8.20), Self reward (8.10), Evlauation (8.02), Self talk (8.22)

Standard deviation for Females; Meaning (0.803), Competence (0.730), Self determination (0.821), Impact (0.712), Core self evaluation (0.804), Presence of meaning (0.660), Search for meaning (0.844), Self goal (0.766), Self observation (0.640), Visualising (0.995), Self reward (0.689), Evaluation (0.791), Self talk (0.645).

5.2 Discussion of Research Question One

Table (2) shows the corrleation between Psychological Empowerment, Self-Leadership, Core-Self Evaluation and Work as a Calling among Entrepreneurs. The results found out that Competence (subdimension of psychological empowerment) is significantly positively correlated with Meaning (subdimension of psychological empowerment) (r=0.389, p <.001). Further, the results found out that Self-determination (subdimension of psychological empowerment) is significantly positively corelated with Meaning (subdimension of psychological empowerment) (r=0.591, p<.001) and with competence (subdimension of psychological empowerment) (r=0.239, p <.001). The results found out that Impact (subdimension of psychological empowerment) is significantly positively correlated with Meaning (subdimension of psychological empowerment) (r=0.239, p<.001) and with competence (subdimension of psychological empowerment) (r=0.140, p <.05).

Thus, the results suggest that the subdimension of psychological empowerment (competence, self-determination, and impact) are positively correlated with the subdimension of psychological empowerment known as meaning. Specifically, competence was found to have a moderate positive correlation with Meaning, indicating

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the entrepreneurs who feel competent in their job tasks and responsibilities also tend to experience a greater sense of meaning in their work. Similarly, self-determination was found to have a strong positive correlation with meaning, indicating that entrepreneurs who feel a sense of autonomy, and control in their work also tends to experience a greater sense of meaning in their work. Further, self-determination was found to have a small positive correlation with competence, indicating that entrepreneurs who feel more self-determined in their work also tend to feel more competent in their job tasks and responsibilities. Finally, impact was found to have a small positive correlation with both meaning and competence, indicating that entrepreneurs who feel that their work has a positive impact on others also tend to feel a greater sense of meaning and competence in their work.

Core Self Evaluation was found to be significant positively correlated with all subdimensions of psychological empowerment i.e.., Meaning (r=0.860, p <.001), with competence (r=0.339, p <.001), with self-determination (r=0.435, p <.001) and with impact (r=0.421, p <.001).

The correlation coefficient for Meaning is very strong and positive, indicating that entrepreneurs with high levels of Core Self Evaluation (CSE) are more likely to feel a sense of meaning and significance in their work or personal lives. The correlation coefficient for competence is moderate yet positive, suggests that entrepreneurs with high levels of CSE are more likely to feel competent and capable in their tasks and responsibilities. The correlation coefficient for self-determination was also moderate and positive, indicating that the entrepreneurs with high levels of CSE are more likely to have a sense of control

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over their lives and decisions. The correlation coefficient of impact which was moderate and positive indicated that entrepreneurs with high level of CSE are more likely to feel that they are making a meaningful and positive impact in their work or personal lives.

Presence of Meaning (subdimension of Work as a Calling) was significantly positively correlated with competence (subdimension of psychological empowerment) (r=0.333, p <.001). Search for meaning (subdimension of Work as a Calling) was significantly positively correlated with subdimension of psychological empowerment including, Meaning (r=0.316, p <.001), competence (r=0.484, p <.001), self-determination (r=0.508, p <.001). Search for meaning was found to be significantly positively correlated with Core Self-evaluation (r=0.332, p <.001), also with presence of meaning (r=0.279, p <.001).

The results of the study indicate that there is a positive correlation between the subdimesnions of work as a calling and psychological empowerment. Specifically, the presence of meaning is work was found to be significantly positively correlated with competence, which suggests that entreprenuers who find meaning in their work tend to feel more competent in their job. Additionally, the search for meaning in work was positively correlated with various subdimesnions of psychological empowerment, including meaning, competence and self determination. This suggests that entrepernuers who actively search for meaning in their work tend to experience higher levels of psychological empowerement. Further, the results also suggest that entreprenuers who have a positive self image tend to be more motivated to find meaning in their work. Additionally, the presence of meaning in work was also positively correlated with the search for meaning intheir work tend to actively search for even deeper levels of meaning in their job.

Self-leadership consist of 3 subdimensions Behavior awareness & volition (self-goal, self-observation). Task motivation (visualizing performance, self-reward), Constructive Cognition (self-talk, beliefs, and assumptions). Self-Goal was found to be significantly positively correlated with Meaning (r=0.457, p <.001), competence (r=0.556, p <.001), self-determination (r=0.554, p <.001), core self-evaluation (r=0.435, p <.001), presence of meaning (r= 0.312, p <.001) search for meaning (r=0.768, p <.001). Self-observation was found to be significantly positively correlated with Meaning (r=0.420, p <.001), competence (r=0.151, p <.05), impact (r=0.679, p <.001), core self-evaluation (r=0.441, p <.001). However, a negative significant correlation was found with Search for meaning (r=-0.185, p <.001).

Visualizing was found to be significantly positively correlated with Meaning (r=0.652, p <.001); competence (r=0.536, p <.001), self-determination (r=0.472, p <.001), impact (r=0.342, p <.001), core self-evaluation (r=0.561, p <.001), presence of meaning (r=0.167, p <.05) search for meaning (r=0.386, p <.001). Self-reward was found to be only significantly positively correlated with presence of meaning (r=0.244, p <.001). Evaluation was found to be significantly positively correlated with Meaning (r=0.567, p <.001), competence (r=0.361, p <.001), self-determination (r=0.373, p <.001), impact (r=0.214, p <.001), core self-evaluation (r=0.609, p <.001), search for meaning (r=0.307, p <.001). Self-talk was found to be significantly correlated with competence (r=0.405, p <.001), presence of meaning (r=0.943, p <.001), search for meaning (r=0.334, p <.001). It was also found to be significantly positively correlated with self-reward (r=0.290, p <.001), visualizing (r=0.244, p <.001).

Self-Goal which refers to setting personal goal and targets, was found to be significantly positively correlated with meaning, competence, self-determination, core self-evaluation, presence of meaning and search for meaning. These results suggest that entrepreneurs who engage in self-goal setting are more likely to experience a sense of meaning, competence and control over their lives and have higher levels of self-esteem. Self-observation which refers to monitoring one's behavior and performance was found to be significantly positively correlated with meaning, impact, and core self-evaluation. However, it was negatively correlated with search for meaning. This indicates that entrepreneurs who engage in self-observation are more likely to experience a sense of meaning and self-esteem but may not necessarily be actively searching for meaning in their lives. Visualizing which involves mentally picturing oneself achieving a desired outcome was found to be significantly positively correlated with meaning, competence, self-determination, impact, core self-evaluation, presence of meaning and search for meaning. These results suggests that entrepreneurs who engage in visualizing are more likely to experience a sense of meaning, competence, and control over their lives, and have higher levels of self-esteem. Self-reward which involves rewarding oneself for achieving personal goals was found to be only significantly positively correlated with presence of meaning. Evaluation which involves evaluating one's performance against personal standards was found to be significantly positively correlated with meaning, competence, self-determination, impact, core self-evaluation and search for meaning. This suggests that entrepreneurs who engage in self-evaluation are more likely to experience a sense of meaning, competence, and control over their lives and have higher self-esteem. Self-talk which involves engaging in

positive self-talk, was found to be significantly correlated with competence, presence of meaning, search for meaning, self-reward and visualizing. These results suggest that entrepreneurs who engage in positive self-talk are more likely to experience a sense of meaning, competence and control over their lives and have higher levels of self-esteem. Previous studies have found that indiviudals who uses self-leadership stagies tend to experience higher levels of work engagement, job satsisfaction and overall well being (Manz & Neck, 2004).

5.3 Discussion of Research Question Two

In the regression analysis with Core Self Evaluation as a dependent variable, the following variables were entered as predictors viz. Meaning, Competence, Self-determination, Impact, Presence of calling, Search for calling, Self-Goal, Self-observation, Visualizing performance, Self-reward, Evaluation and Self Talk. Table (3) shows multiple regression analysis of Core Self Evaluation (N=200) and revealed five variables to be relevant and were retained as significant predictors. The model explained 80.9% variance in Core Self Evaluation ($R^2 = 0.809$). The predictors were Meaning ($\beta = 0.766$), Self Determination ($\beta = -0.116$), Impact ($\beta = 0.164$), Self-Goal ($\beta = 0.146$) and Evaluation ($\beta = 0.185$). Overall, this model is adequately fit (F= 66, p<.01). The results showed that out of twelvepredictors, only five variables were found to be significant predictors of core self- evaluation. These predictors were meaning, self-determination, impact, self-goal andevaluation, Meaning had the strongest positive effect on core self-evaluation, indicating that individuals who perceive their lives to be meaningful also tend to have a more positiveview of themselves. Self-determination and self-goal also had a positive effect on core self-evaluation while impact and evaluation have a relatively smaller effect. The results suggestthat the selected predictors are strongly associated with core self-evaluation and the model

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is adequately fit. A meta analysis by Arnold et al. (2007) found that work that is percieved as meaningful is poistively related to job satisfaction and psychological well being, both of which are related to core self evaluation.

5.4 Discussion of Research Question Three

Table (4) shows the T-statistics to investigate the gender differences among male & female entrepreneurs. The results showed that the only gender difference was found in self talk (constructive cognition, a subdimension of self-leadership) where female entrepreneurs are higher as compared to male entrepreneurs (t=2.10). The results indicate that female entrepreneurs engage in more constructive self-talk that male entrepreneurs. Constructive self-talk refers to positive and supportive inner dialogue which can help individuals to overcome challenges and maintain a positive outlook. The findings asserts that gender differences exist in how male and female entrepreneurs engage in self-leadership behaviors and specifically in how they use self-talk to motivate themselves and regular their emotions. A study by Baron and Tang (2011) found that women entreprneuers use more proactive coping strategies such as positive self talk as compared to men. Women have the tendency to be more emotionally expressive, seek social support which lead them to use more adaptive coping strategies. No other significant gender differences were found in psychological empowerment, core self-evaluation, work as a calling and self-leadership and their respective subdimensions. Neck and Manz (1992) states that the inner dialogue an entrepreneur has with himself before, during and after a stressful event is crucial because it is likely to effect the beliefs, mental imagery and affective state.

5.5 Research Findings

First, the research objective stated was to study the relationship between Psychological Empowerment, Self- Leadership, Core Self- Evaluation and Work as a Calling among Entrepreneurs. The research objective was fulfilled as the results found out that Competence (subdimension of psychological empowerment) is significantly positively correlated with Meaning (subdimension of psychological empowerment) (r=0.389, p <.001). Further, the results found out that Self-determination (subdimension of psychological empowerment) is significantly positively corelated with Meaning (subdimension of psychological empowerment) (r=0.591, p<.001) and with competence (subdimension of psychological empowerment) (r=0.239, p <.001). The results found out that Impact (subdimension of psychological empowerment) is significantly positively correlated with Meaning (subdimension of psychological empowerment) (r=0.239, p<.001) and with competence (subdimension of psychological empowerment) (r=0.140, p <.05). Core Self Evaluation was found to be significant positively correlated with all subdimensions of psychological empowerment i.e.., Meaning (r=0.860, p <.001), with competence (r=0.339, p <.001), with self-determination (r=0.435, p <.001) and with impact (r=0.421, p <.001). Results of another study conducted by Laschinger et al. (2009), validate the above findings and state that psychological empowerment tends to mediate the relationship between organizational commitment and core-self evaluations. Presence of Meaning (subdimension of Work as a Calling) was significantly positively correlated with competence (subdimension of psychological empowerment) (r=0.333, p <.001). Search for meaning (subdimension of Work as a Calling) was significantly positively correlated with

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subdimension of psychological empowerment including, Meaning (r=0.316, p <.001), competence (r=0.484, p <.001), self-determination (r=0.508, p <.001). In addition to this, work as a calling and psychological empowerment has been seen to be mediated by perceived flexibility (Jena et al., 2019) Search for meaning was found to be significantly positively correlated with Core Self-evaluation (r=0.332, p <.001), also with presence of meaning (r=0.279, p <.001).

Self-leadership consist of 3 subdimensions Behavior awareness & volition (self-goal, self-observation). Task motivation (visualizing performance, self-reward), Constructive Cognition (self-talk, beliefs, and assumptions). Self-Goal was found to be significantly positively correlated with Meaning (r=0.457, p <.001), competence (r=0.556, p <.001), self-determination (r=0.554, p <.001), core self-evaluation (r=0.435, p <.001), presence of meaning (r= 0.312, p <.001) search for meaning (r=0.768, p <.001). Results of a study conducted by Amundsen et al. (2015) similarly report that empowering leadership has a direct positive influence on psychological empowerment through self-leadership. Further analysis shows that psychological empowerment also plays a role in influencing job satisfaction whereas self-leadership has a positive influence on work effort but not on job satisfaction. Self-observation was found to be significantly positively correlated with Meaning (r=0.420, p <.001), competence (r=0.151, p <.05), impact (r=0.679, p <.001), core self-evaluation (r=0.441, p <.001). However, a negative significant correlation was found with Search for meaning (r=-0.185, p <.001).

Visualizing was found to be significantly positively correlated with Meaning (r=0.652, p <.001); competence (r=0.536, p <.001), self-determination (r=0.472, p <.001), impact

(r=0.342, p <.001), core self-evaluation (r=0.561, p <.001), presence of meaning (r=0.167, p <.05) search for meaning (r=0.386, p <.001). A similar study conducted by Cristofaro and Giardino (2020) also reported higher core self-evaluations are likned with higher levels of self-leadership.

Self-reward was found to be only significantly positively correlated with presence of meaning (r=0.244, p <.001). Evaluation was found to be significantly positively correlated with Meaning (r=0.567, p <.001), competence (r=0.361, p <.001), self-determination (r=0.373, p <.001), impact (r=0.214, p <.001), core self-evaluation (r=0.609, p <.001), search for meaning (r=0.307, p <.001). Self-talk was found to be significantly correlated with competence (r=0.405, p <.001), presence of meaning (r=0.943, p <.001), search for meaning (r=0.334, p <.001). It was also found to be significantly positively correlated with self-reward (r=0.290, p <.001), visualizing (r=0.244, p <.001).

Second, the research objective stated was to study the correlates and predictors of Work as a Calling among male & female Entrepreneurs. The regression analysis showsmultiple regression analysis of Core Self Evaluation (N=200) and revealed five variables to be relevant and were retained as significant predictors. The model explained 80.9% variance in Core Self Evaluation (R^2 = 0.809). The predictors were Meaning (β = 0.766), Self Determination (β = -0.116), Impact (β = 0.164), Self-Goal (β = 0.146) and Evaluation(β = 0.185). Overall, this model is adequately fit (F= 66, p<.01). The results showed that out of twelve predictors, only five variables were found to be significant predictors of core

self-evaluation. These predictors were meaning, self-determination, impact, self-goal and evaluation.

Third, the research objective stated was to study gender differences in Psychological Empowerment, Self-Leadership, Core Self-Evaluation and Work as a Calling among Entrepreneurs. The results showed that the only gender difference was found in self talk (constructive cognition, a sub dimension of self-leadership) where female entrepreneurs are higher as compared to male entrepreneurs. Depending on the quality of one's internal dialogue, a person can feel pleasant and valuable. When an individual's self-talk is encouraging, it results in positive statements and higher self-esteem; when it is critical, it results in negative statements and reduced self-esteem (Brinthaupt, Hein, & Kramer, 2009). In addition, a constructive thought strategy involving the visualization of successful performance can support positive self-evaluations and promote positive emotions.

5.6 Theoretical Considerations

Theoretical Considerations

In research theoretical consideration refers to the framework or basis that governed the research design, methodology and analysis. Thus, it is essential to any research study because they provide a framework for comprehending the phenomenon under investigation. The following are the theoretical consideration taken into account,

A significant factor is the theory of psychological empowerment. Individuals who feel empowered are more likely to engage in proactive behaviors that contribute to success, according to this theory. This could imply in the context of entrepreneurship, that

individuals who feel psychologically empowered are more likely to take risks and seek out new opportunities. Consequently, when examining the relationship between psychological empowerment and work as a calling among entrepreneurs, it is essential to consider how feelings of empowerment may influence motivation and behavior.

Self-leadership is an additional essential theoretical factor to consider. Individuals who are able to effectively lead themselves are more likely to achieve success, according to this theory. In the context of entrepreneurship this may imply that individuals who are capable of goal-setting, time management and self motivation are more likely to achieve success. Consequently when examining the relationship between self-leadership and work as a calling among entrepreneurs, it is necessary to consider how self-leadership skills may influence an individual's ability to pursue their vocation.

The concept of core self evaluation is another theoretical factor to consider. This theory suggests that individuals with favorable perception of oneself are more likely to achieve their goals. In the context of entrepreneurship, this may imply that individuals with high self-esteem, self confidence and a positive outlook are more likely to be successful. Consequently, when examining the relationship between core self-evaluation and work as a calling among entrepreneurs, it is essential to consider how an individual's self-perception may influence their ability to pursue their calling.

The concept of work as a calling is a crucial theoretical consideration. This theory suggests that individuals who perceive their work as a calling are more likely to be satisfied with their work and to experience higher levels of meaning and purpose in life. In the context

of entrepreneurship, this may imply that those who regard their work as a calling are more likely to be successful and satisfied in their ventures. Consequently, when investigating the relationship between work as a calling and other variables such as psychological empowerment, self-leadership, and core self-evaluation, it is essential to consider how these variables may influence an individual's perception of work as a calling.

Overall, these theoretical considerations provide a framework for understanding the complex relationships among entrepreneurs between psychological empowerment, self-leadership, core self-evaluation, and work as a calling. By considering these factors, researchers can develop a more nuanced and comprehensive understanding of the factors that contribute to entrepreneurial success and satisfaction.

CHAPTER VI:

SUMMARY, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSION

6.1 Summary

India has one of the world's fastest-growing economies, and entrepreneurship is a significant contributor to this expansion. Understanding entrepreneurial behaviour can help identify the factors that contribute to the success of Indian entrepreneurs, thereby guiding the development of programmes and policies that promote entrepreneurship. Numerous people in India, a country with a sizable population, rely on entrepreneurship to make a livelihood. Examining the behaviour of entrepreneurs can teach us how to overcome obstacles such as a lack of infrastructure, networks, and funding.

India's unique social and cultural environment influences entrepreneurial behaviour. By studying entrepreneurship behaviour in India, we can obtain a better understanding of how cultural and societal factors influence entrepreneurial attitudes and behaviours. India's business climate is enduring rapid transformation, marked by the emergence of novel technologies and business models. Examining entrepreneurial behaviour can facilitate the identification of business models that are most likely to flourish in a dynamic environment, as well as the competencies and aptitudes required for entrepreneurs to thrive. Numerous factors necessitate that Indian entrepreneurs study psychological empowerment, self-leadership, core self-evaluation, and work as a vocation.

Psychological empowerment is the process of empowering people to feel in control of their work and environment. In the context of entrepreneurship, a sense of empowerment can aid entrepreneurs in taking command of their businesses, making confident decisions, and remaining motivated in the face of obstacles. It also contributes to the entrepreneur's well-being, which can have a positive effect on the prosperity of their business. Self-leadership is the ability to influence one's own thoughts, emotions, and actions in order to attain one's goals. Self-leadership can aid entrepreneurs in staying focused on their goals, making sound decisions, and maintaining their productivity. It is especially essential for entrepreneurs, who may not have access to the same level of external support and guidance as employees in more traditional work environments. Core self-evaluation refers to an individual's fundamental beliefs regarding his or her own abilities, value, and potential. Entrepreneurs with positive core self-evaluations are more likely to be resilient in the face of adversity, to take calculated risks, and to persevere in pursuit of their objectives. They are also more likely to seek out learning and development opportunities. Work can be more than a mere means to an end. When people view their occupation as a calling, it becomes a source of meaning and purpose in their lives. Entrepreneurs who view their work as a vocation are more likely to be passionate about what they do, resilient in the face of obstacles, and satisfied with their work, even if financial rewards are not immediate. The study of these concepts can help Indian entrepreneurs develop the personal qualities and mentality required for success in a demanding and competitive business environment. By fostering

psychological empowerment, self-leadership, positive core self-evaluations, and a sense of work as a calling, entrepreneurs can develop the resiliency, determination, and passion required to create successful and sustainable businesses.

6.2 Implications

In the light of present findings, it is important to discuss the implications of the results in developing and promoting psychological empowerment, self-leadership, core self-evaluation and work as a calling among entrepreneurs.

Insights into the forces that drive entrepreneurship in a rapidly growing economy can be gleaned from research on the behavior of entrepreneurs in India, which can also aid in the development of policies and programme that encourage the expansion of small businesses. The phenomenon has the potential to promote economic growth, generate employment opportunities, stimulate innovation, and facilitate the establishment of a thriving entrepreneurial landscape in India.

The research has several implications, including;

- *Understanding the entrepreneurial success factors*: Examining the relationships between psychological empowerment, self-leadership, fundamental self-evaluation, and work as a calling can assist researchers in comprehending the factors that contribute to entrepreneurial success. This information can be used to inform policies and programmes designed to encourage entrepreneurship and innovation.

- *Developing Interventions to enhance Entrepreneurial performance*: Research on these topics can inform the development of interventions to improve

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entrepreneurial performance. For instance, interventions that target self-leadership skills, such as self-goal setting and self-motivation, may aid entrepreneurs in time and resource management.

- *Identifying potential barriers to entrepreneurship*: Research on psychological empowerment, self-leadership, fundamental self-evaluation, and work as a calling among entrepreneurs can also assist in the identification of potential barriers to entrepreneurship. For instance, individuals with low levels of fundamental self-evaluation may struggle to persevere in the face of adversity or take the necessary risks for entrepreneurial success.

- *Enhancing Well Being of entrepreneurs*: Improving the well-being of business owners: Work as a vocation is associated with greater job satisfaction and significance, which can contribute to entrepreneurs' improved well-being. Interventions designed to improve the well-being of entrepreneurs can be informed by an understanding of the factors that contribute to work as a vocation.

- *Leadership Development*: Self-leadership skills are essential for entrepreneurial success, but they are also applicable to leadership development in general. Self-leadership research can inform leadership development programmes designed to enhance the skills of managers and industry executives.

- *Examining the social impact of entrepreneurship:* Entrepreneurship has the potential to stimulate economic development, generate employment opportunities, and address social and environmental issues. Research on psychological empowerment, self-leadership, core self-evaluation, and work as a calling among

entrepreneurs can help determine how they can create value for society while also attaining personal and professional objectives.

- *Advancing theory and measurement*: Research on psychological empowerment, self-leadership, core self-evaluation, and work as a calling among entrepreneurs can advance our understanding of the relationships between these constructs and entrepreneurship. Additionally, it can contribute to the development of valid and reliable measures of these constructs, thereby facilitating future research in this area.

In summary, research on psychological empowerment, self-leadership, fundamental self-evaluation, and work as a vocation among entrepreneurs has a number of implications. It can inform policies and programmes aimed at supporting entrepreneurs and fostering innovation, develop interventions to improve entrepreneurial performance, identify potential barriers to entrepreneurship, improve entrepreneurs' well-being, inform leadership development, and shed light on the relationship between entrepreneurship and well-being. In addition, it can investigate cultural and contextual factors, the impact of entrepreneurship on society, and the advancement of theory and measurement. The study of these topics can help us comprehend the factors that contribute to the success and well-being of entrepreneurs, as well as how entrepreneurship can create societal value.

6.3 Recommendations for Future Research

Based on the current state of research in the field, there are several potential avenues for future investigation that could contribute significantly to our understanding of the research on entrepreneurs. Key areas where future research could provide valuable insights and make recommendations are as following;

- *Entrepreneurial Cognition:* It is the study of the cognitive processes involved in entrepreneurial decision-making, information processing, and thought patterns. This field is significant because it can shed light on the factors that contribute to the success or failure of entrepreneurs. Prospective research endeavours in this field may focus on topics such as entrepreneurs' strategies for recognising and evaluating opportunities and the decision-making strategy adopted by business owners when confronted with ambiguous circumstances.

- *Cross- Cultural Research*: Future research can compare the cross-cultural associations between psychological empowerment, work as a vocation, fundamental self-evaluation, self-leadership, and entrepreneurial outcomes. This can aid in the identification of cultural factors that may influence these relationships. Indian entrepreneurs' entrepreneurial experiences and outcomes can be compared to those of entrepreneurs from other nations through comparative research. Numerous ethnic and regional groups compose India's multicultural society. Apart from this research may examine the impact of racial and regional diversity on entrepreneurial outcomes.

- *Entrepreneurial Ecosystems*: India's entrepreneurial ecosystem is enduring rapid change. Future research can examine the impact of the ecosystem on entrepreneurial outcomes, as well as the role of institutions. The impact of ecosystem factors such as government policies, regulatory frameworks, and access to resources on entrepreneurial outcomes in India can be examined through research. This can help policymakers, entrepreneurs, and investors identify gaps and opportunities for enhancing the ecosystem. Recognising the various stakeholders involved in the development of entrepreneurial ecosystems enables us to develop strategies to assist entrepreneurs in flourishing and succeeding in their communities. Further, formulation of various strategies that can be used to create and maintain entrepreneurial networks and clusters; evaluation of key components for establishing a robust entrepreneurial ecosystem.

- *Social Entrepreneurship*: India is becoming increasingly interested in social entrepreneurship. The emerging field of social entrepreneurship focuses on employing business principles to address social and environmental issues. Future research can investigate the unique factors, such as social impact, environmental sustainability, and ethical practices, that influence the success of social entrepreneurs in India. Future research in this discipline may investigate such topics as the method by which social entrepreneurs measure and evaluate their impact. By understanding the specific challenges and opportunities faced by social

entrepreneurs, we can develop strategies to aid them in accomplishing their goals and effecting meaningful social change.

- *Technological Innovations:* Technological innovations have the potential to disrupt established industries and create new business opportunities. Future research may investigate the influence of technology on entrepreneurial outcomes in India, including the function of artificial intelligence, machine learning, and other emerging technologies.

- *Family-owned Businesses*: It serves an important role in the Indian economy. Future research can investigate the unique challenges and opportunities facing family businesses in India, such as succession planning, family dynamics, and governance issues.

- *COVID-19 Pandemic*: The pandemic has had a substantial impact on India's entrepreneurial ecosystem. Future research can investigate the impact of the pandemic on entrepreneurship in India, including changes in business models, obstacles encountered by entrepreneurs, and opportunities generated by the pandemic.

- *International Entrepreneurship*: As the global economy becomes more interconnected, there is a developing need for research on international

entrepreneurship. Future research in this discipline may examine such topics as: Entrepreneurs' capacity to transverse diverse institutional and cultural contexts. By gaining a deeper comprehension of the opportunities and challenges of global entrepreneurship, we can develop strategies to aid entrepreneurs' success in foreign markets.

- *Entrepreneurial Finance*: Access to capital is a crucial issue for entrepreneurs, and research in this area may offer suggestions for making it simpler for them to acquire capital. Future research in this discipline may concentrate on the following ideas such as; assessing the finest crowdfunding practises, the possibility of how venture capital firms could better assist entrepreneurs, the function of angel investors is to finance start-up companies and the numerous methods by which business proprietors effectively utilise government incentives and programmes.

Apart from these, the efficacy of programmes designed to enhance psychological empowerment, work as a calling, core self-evaluation, and self-leadership among Indian entrepreneurs can be evaluated through intervention studies. These interventions may include mentoring programmes, training programmes, and other forms of assistance aimed at enhancing these variables and, ultimately, entrepreneurial outcomes.

6.4 Limitations of the study

Important concepts that have been investigated in the context of entrepreneurship include psychological empowerment, self-leadership, core self-evaluation, and work as a calling. However, any study on these concepts may have limitations that impact the generalizability and interpretation of the results. For instance, a limited sample size may limit the generalizability of the study's findings to other populations or contexts. In addition, self-reported measures may be subject to bias and inaccuracy. The design of the study may have been cross-sectional, which precludes causal inferences and the examination of changes over time. In addition, self-selection bias may have affected the study's findings, as the participants may have been more motivated or interested in the study topic than the general entrepreneur population. The research may have focused on a particular group of entrepreneurs or industry, limiting its applicability to other groups or industries. The cultural context of the study may also limit the findings' applicability to other cultural contexts. Social desirability bias may have affected the findings of the study, as participants may have responded in ways they believed would be viewed positively. Lack of control over extraneous variables, such as the prior experiences of the participants or the economic climate, may also influence the findings of the study. In addition, the paucity of long-term follow-up may make it difficult to examine changes over time or the durability of the effects.

6.5 Contribution to Knowledge

Psychological empowerment refers to an individual's perception that he or she has control over their employment and the ability to influence the work environment. It is crucial aspect of entrepreneurship, as entrepreneurs frequently encounter significant obstacles and unpredictability in their work. The study contributed to our knowledge of the factors that contribute to psychological empowerment among entrepreneurs, as well as their effects on entrepreneurial success and well-being.

One key finding of the study is the positive correlation between psychological empowerment and various subdimensions, including competence, self-determination, impact and meaning. Entrepreneurs who feel empowered in their work tend to feel more capable, autonomous, and fulfilled, which may contribute to their motivation and persistence in pursuing their goals. This highlights the importance of promoting psychological empowerment in entrepreneurs, as it may lead to increased productivity, innovation, and job satisfaction.

Another, important finding of the study is the positive correlation between core-self-evaluation and all subdimensions of psychological empowerment. Core-self-evaluation refers to an individual's overall self-concept, including their self-esteem, locus of control, emotional stability, and self-efficacy. Entrepreneurs with a positive self-concept are more likely to feel empowered in their work, which may lead to greater success and well-being. This suggests that promoting positive self- concept and self-esteem may be an effective strategy for promoting psychological empowerment among entrepreneurs.

The study also highlights the importance of work as a calling, specifically the presence of meaning and the search for meaning, in promoting psychological empowerment. Entrepreneurs who view their work as meaningful and purposeful tend to feel more empowered, which may contribute to their motivation and persistence in the face of challenges. This suggests that promoting a sense of meaning and purpose in entrepreneurship may be an effective strategy for promoting psychological empowerment. In addition, the study found that self-leadership techniques such as self-talk and visualization are positively correlated with various subdimensions of psychological empowerment. Entrepreneurs who engage in positive self-talk and visualization tend to feel more capable and fulfilled in their work, which may contribute to their motivations and persistence. This highlights the importance of promoting self-leadership skills among entrepreneurs, particularly those who may lack confidence or face significant challenges in their work.

Finally, the study found that female entrepreneurs score higher in self-talk compared to male entrepreneurs, suggesting that female entrepreneurs may be more likely to engage in positive self-talk and may therefore feel more empowered in their work. This highlights the importance of addressing gender disparities in entrepreneurship and promoting gender equity in the entrepreneurial ecosystem.

Overall, this study contributes to our understanding of the psychological factors that influence entrepreneurship and sheds light on the importance of empowering entrepreneurs to achieve greater success and well-being in their work. By identifying key predictors of

psychological empowerment, this study may inform the development of interventions and programs designed to support and empower entrepreneurs, particularly those who underrepresented or face barriers to success in their entrepreneurial ecosystem.

6.6 Conclusion

The proposed investigation aimed to explore correlates & predictors of Psychological Empowerment, Self-Leadership, Core Self Evaluation & Work as a Calling among male & female entrepreneurs. A total sample of 200 entrepreneurs (100 Males & 100 Females) was collected from Indian cities in the age 25 to 50 years. Standardized scales were used to measure psychological empowerment, self-leadership, core self-evaluation and work as a calling among entrepreneurs. Psychological empowerment is a motivational construct that involves feeling competent, having an impact, feeling meaningful and having autonomy in one's work. Self-leadership is the process of influencing oneself to achieve personal goals and lead oneself in positive direction. Core self-evaluation is a personality trait that encompasses an individual's self-esteem, locus of control, emotional stability, and self-efficacy. Work as a Calling is a belief that one's work is fulfilling and meaningful vocation that contributes to a greater purpose.

The main finding of the study found that psychological empowerment is positively correlated with various subdimesnions, including competence, self determination, impact and meaning. This suggests that entreprenuers who feel empowered in their work tend to feel more capable, autonomous and fulfilled. Core self evaluation is also positively correlated with all subdimesnions of psychological empowerment, indicating that

entreprenuers with a positive self concept tend to feel more empowered. Work as a calling, specifaccly the presence of meaning and search for meaning is positively correlated with various subdimensions of psychological empowerment. This suggests that entreprenuers who view their work as meaningful and pursposeful tends to feel more empowered. Self leadership techniques such as self talk and visualizing are also positively correlated with various subdimesions of psychological empowerment. This suggests that entreprenuers who enegage in positive self talk and visualistaion tend to feel more capable and fulfilled in their work. The multiple regression ananlysis revelaed that five varaibles (meaning, self determination, impact, self goal and evaluation) were significant predictors of core self evaluation and the predictors explained 80.9% of the variance in core self evaluation, meaning being the strongest predictor, indicating that entreprenuers who percieve their work as meaningful are more likely to have higher levels of core self evaluation. Finally, the study found that female entreprenuers score higher in self talk compared to male entreprenuers, suggesting that female entreprenuers are more likely to engage in positive self talk and may therefore feel more empowered in their work.

The study suggests that psychological empowerment and core-self-evaluation are important factors that can impact entrepreneurial success. The presence and search for meaning in work may play a role in enhancing psychological empowerment among entrepreneurs. Moreverover, female entrepreneurs seem to have higher levels of constructive self-talk, which may contribute to their success. The findings could have implications for entrepreneurs who want to enhance their motivation and well-being.

The study underscores the importance of promoting psychological empowerment and self-leadership among entrepreneurs. Policymakers may wish to consider initiatives that provide support and resources to entrepreneurs such as mentoring programs, networking opportunities and funding for training and education. Additionally, policymakers may wish to address gender disparities in self leadership by promoting gender equality in entrepreneurship and ensuring that female entrepreneurs have access to the same resources and opportunities.

The world has experienced dynamic socioeconomic changes in the twenty first century because of increased globalization, internationalization, and organizational growth to meet ever widening customer demands. Companies that operate in the market must continually work on their development as the level of competition rises. The entrepreneur's knowledge, commitment & technology have been combined in their business and to succeed in business one must have an entrepreneurial mindset and behavior, that is why, many researchers have been interested in entrepreneurship.

A successful entrepreneur must have exceptional ability and tenacity in the face of obstacles, failure, and setback. To succeed, he or she must be able to preserver in the face of hardship, unforeseen challenges (personal, social, financial, or marketing), and risks and learn from mistakes, have faith in their capacity to deal with the world and act rationally & practically in pursuit of their goals. In the present study, we have attempted to understand the nature of psychological empowerment, self-leadership, core self-evaluation and work as a calling among entrepreneurs.

Based on the results, it is recommeneded that entrepreneuers seeking to enhance their psychological empowerment should focus on developing their core self evaluation. It may also be benefical to search for an cultivate a sense of menaing in work. Entreprenuers should strive to create a positive work environement that fosters psychological empowerment and self leadership bheaviours

Overall, the study indicates that psychological empowerment, core self evalaution, work as a calling and self leadership are significant contributors to entreprenuers well being and organisational success. By promoting these values and creating a culture that supports them, indiviudals, organisations and policymakers may be able to achieve greater levels of success and well being.

APPENDIX A

SURVEY COVER LETTER

Respected Sir/Ma'am,

I am conducting a research study on Psychological Empowerment, Work as a Calling, Core-Self Evaluation and Self Leadership among Indian Entrepernuers. I am interesed in understanding how these variables impact entreprenuerial outcomes in India. The study is being conducted by SSBM,

Your participation in this study is important to me and I would appreciate if you could take out few minutes to complete the survey. The survey will take approximately 15-20 minutes to complete. Your participation in this study is voluntary and you can choose to withdraw at any time without any consequences. There are no risks and there will ne costs for particpating nor will you benefit from partcipating.

Your responses will be kept confidential and anonymous and the data collected will only be used for research purpose.

If you have any questions or converns about this study, please do not hesitate to contact me.

Thankyou for considering participation in my study.

Sincerely,

Aashna Narula

APPENDIX B

INFORMED CONSENT FORM

Informed Consent Form

PSYCHOLOGICAL EMPOWERMENT, SELF LEADERSHIP, CORE SELF

EVALUATION, WORK AS A CALLING AMONG ENTREPRENEURS.

I, ……………………………. agree to fill the questionaires for the research whichh will

be conducted by Ms. Aashna Narula, a doctorate student at the Swiss School of Business

and Management, Geneva, Switzerland.

I certify that I have been told of the confidentaility of information collected for this research

and the anonmity of my participation; that I have been given satisfactory answers to my

inquiereis concerning research procedures and other matters; and that I have been advised

that I am free to withdraw my consent and to discontinue partcipation in the research at any

time without prejudice.

I understand that such data and related materials will be kept completely anonymous and

the results of this study may be published in any form that may serve its best.

I agree that any information obtained from this research may be used in any way thought

best for this study.

…………………………   ……….

Signature of Interviewee   Date

APPENDIX C

QUESTIONAIRE

RESEARCH ON ENTERPRENEURS

SURVEY

Full Name -

Age -

City -

Gender -

Email id -

Company name -

Company Estd Year -

Company type

☐ Proprietor   ☐ Partnership   ☐ Pvt.Ltd   ☐ Other

Entrepreneur Since

☐ 0-2 years   ☐ 2-4 years   ☐ 4-6 years   ☐ 6-8 years   ☐
8-10 years   ☐ More than 10 years

Did you leave your job and start your own business

☐ Yes   ☐ No

response scale below, indicate your agreement or disagreement with each item by placing the appropriate

number on the line preceding that item.

5 – Strongly Agree

4 – Agree

3 – Neutral

2 – Disagree

1 – Strongly Disagree

I am confident I get the success I deserve in life.

5	4	3	2	1

Sometimes I feel depressed.

5	4	3	2	1

When I try, I generally succeed.

5	4	3	2	1

Sometimes when I fail I feel worthless.

5	4	3	2	1

I complete tasks successfully.

5	4	3	2	1

Sometimes, I do not feel in control of my work.

5	4	3	2	1

Overall, I am satisfied with myself.

5	4	3	2	1

I am filled with doubts about my competence.

5	4	3	2	1

I determine what will happen in my life.

5	4	3	2	1

I do not feel in control of my success in my career

5	4	3	2	1

I am capable of coping with most of my problems.

5	4	3	2	1

There are times when things look pretty bleak and hopeless to me.

5	4	3	2	1

Directions: Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

7 – Very Strongly Agree

6 – Strongly Agree

5 – Agree

4 – Neutral

3 – Disagree

2 – Strongly Disagree

1 – Very Strongly Disagree

I am confident about my ability to do my job.

7	6	5	4	3	2	1

The work that I do is important to me.

7	6	5	4	3	2	1

I have significant autonomy in determining how I do my job.

7	6	5	4	3	2	1

My impact on what happens in my department is large. impact

7	6	5	4	3	2	1

My job activities are personally meaningful to me.

7	6	5	4	3	2	1

I have a great deal of control over what happens in my department. impact

7	6	5	4	3	2	1

I can decide on my own how to go about doing my own work.

7	6	5	4	3	2	1

I have considerable opportunity for independence and freedom in how I do my job.

7	6	5	4	3	2	1

I have mastered the skills necessary for my job.

7	6	5	4	3	2	1

The work I do is meaningful to me.

7	6	5	4	3	2	1

I have significant influence over what happens in my department.

7	6	5	4	3	2	1

I am self-assured about my capabilities to perform my work activities.

7	6	5	4	3	2	1

Some people, when describing their careers, talk about having a "calling". Broadly speaking, a "calling", in the context of work refers to a person's belief that she or he is called upon (by the needs of society, by a person's own inner potential, by God, by Higher Power, etc.) to do a particular kind of work. Although at one time most people thought of a calling as relevant only for overtly religious careers, the concept is frequently understood today to apply to virtually any area of work. The following questions assess the degree to which you see this concept as relevant to your own life and career. Please respond honestly, not according to what is socially desirable or what you feel you "ought" to think. Please indicate the extent to which each of the following statements currently describe you, using the following scale.

1 = Not at all true of me

2 = Mildly true of me

3 = Moderately true of me

4 = Mostly true of me

5 = Totally true of me

I have a calling to a particular kind of work.

5	4	3	2	1

I have a good understanding of my calling as it applies to my career.

5	4	3	2	1

I am trying to figure out my calling in my career.

5	4	3	2	1

I am searching for my calling as it applies to my career.

5	4	3	2	1

Directions: This is a standard test for examining self-leadership qualities. Using the following scale, please indicate the extent to which you agree or disagree with the statements.

5 – Strongly Agree

4 – Agree

3 – Neutral

2 – Disagree

1 – Strongly Disagree

I establish specific goals for my own Performance.

5	4	3	2	1

I make a point to keep track of how well I'm doing at work.

5	4	3	2	1

I work toward specific goals I have set for Myself.

5	4	3	2	1

I visualize myself successfully performing a task before I do it.

5	4	3	2	1

Sometimes I picture in my mind a successful performance before I actually do a task.

5	4	3	2	1

When I have successfully completed a task, I often reward myself with something I like.

5	4	3	2	1

Sometimes I talk to myself (out loud or in my head) to work through difficult situations.

5	4	3	2	1

I try to mentally evaluate the accuracy of my own beliefs about situations I am having problems

with.

5	4	3	2	1

I think about my own beliefs and assumptions whenever I encounter a difficult situation.

5	4	3	2	1

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