THE IMPACT OF LEADERSHIP STYLE ON COMPANY'S PERFORMANCE OF AUTOMOBILE PAINTING AND MOULDING SECTOR IN MAHARASHTRA STATE OF INDIA

by

Nandkishor Deore
M.Eng. B.E. (Mechanical)

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

GLOBAL DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

March, 2024

THE IMPACT OF LEADERSHIP STYLE ON COMPANY'S PERFORMANCE OF AUTOMOBILE PAINTING AND MOULDING SECTOR IN MAHARASHTRA STATE OF INDIA

by

Nandkishor Deore
M.Eng. B.E. (Mechanical)

APPROVED BY

Milica Popović Stijačić, PhD, chair

RECEIVED/APPROVED BY:

Admissions Director

Dedication

I dedicate this dissertation to my family. I love my family deeply with all my heart. To my wife Duhita, you have been a listener and a supporter of all my endeavors. Your partnership, steadfastness, and love sustain me. To my daughter, Aanaisha, my mother, Nirmala, and my all sister's remember all things are possible. Never be afraid to pursue your dreams and goals. You all are precious gifts from the Lord. I love you without measure. Thank you for your patience as I pursued and completed this degree. To my parents, thank you for raising your children to think for themselves. I am grateful for my father Late. Shri Anandrao Deore who always told me I could achieve anything I chose to do.

Finally, I dedicate this work to my god "Shri Swami Samarth". All that I have, all that I am, and all that I do is because of and for you.

Acknowledgements

I would like to convey my sincere thanks to my Doctorate mentor, Dr. Ljiljana Kukec, for her valuable suggestions and feedback throughout my thesis process. It would not have been possible to complete this study without her support. I appreciate her prompt and to the point advice all the time during my entire journey of Doctorate. When I asked for any support and help my mentor was kind enough to provide me all the required details in time.

I would also like to thank the officials of Rainbow Deco Plas Private Limited, Nashik, MH, especially Managing Director Mr. Surendra Kumar Rai and operation manager Mr.Radheshyam Humane for helping me in providing all the necessary information related to the research. Mr.Radheshyam is exceptionally well knows with the paint shop and Moulding technical facts and the analysis he has done for change of leaderships in the company he experience during his tenure in the company.

My regards to friends and family for their support throughout my study.

Above all my special thanks to my god “Shri Swami Samarth”.

Thank you all,

Nandkishor Deore

M.Eng. B.E. (Mechanical)

ABSTRACT

THE IMPACT OF LEADERSHIP STYLE ON COMPANY'S PERFORMANCE OF AUTOMOBILE PAINTING AND MOULDING SECTOR IN MAHARASHTRA STATE OF INDIA

Nandkishor Deore
March 2024

Dissertation Chair: Dr.Ljiljana Kukec

Performance of organizations is related to the profitability of the organizations in terms of its growth and profit both in long and short term. In business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve competitive edge in the industry. In the global competitive environment effective leadership style is necessary to reduce the business losses and proper resource utilization. For organizations to perform well, apart from tangible and intangible resources, effective and dynamic leadership is a pre requisite. If the basis leadership concept and attitude towards work is not up to the mark eventually it will affect organizational goal productivity. It will not only hamper the productivity but also the performance of productivity. Though most of the researchers in the past agreed that leadership style has relationship with organizational performance but there are some who did not support this view, hence, an ambiguity exists. To address this confusion, the researchers studied the types/styles of leadership and the leadership styles of different leaders of various organizations in India and examined their impact on organizational performance. There are three main leadership styles; transformational, transactional and laissez faire leadership styles. While the first two have a positive but different level of impact, the third one has a negative impact on organizational performance. The research also describes the performance of the organizations in service sector because of the good leadership qualities. The basic objective of the present study is to study the role of leadership characteristics on organizational performance. Therefore, the prime agenda of the research study is, how leadership behavior is directly proportional to organizational performance. A quantitative study was conducted by using a questionnaire filled from various leaders of manufacturing and

service organizations. Results of the study found that though the most suited style of leadership is transformational one but in new and growing organizations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, laissez faire style may be required. Hence, the leader might have to adopt a hybrid style of leadership style. Leadership style has a significant impact on the organizational performance.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

Chapter I

INTRODUCTION

THE IMPACT OF LEADERSHIP STYLE ON COMPANY'S PERFORMANCE OF AUTOMOBILE PAINTING AND MOULDING SECTOR IN MAHARASHTRA STATE OF INDIA

1.1 Introduction

Leadership in any organization is the source where the work has to be done in-time, as per the organization requirement and how to influence the man power to achieve the goals. Performance of organizations is related to the profitability of the organizations in terms of its growth and profit both in long and short term. In business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve competitive edge in the industry. In the global competitive environment effective leadership style is necessary to reduce the business losses and proper resource utilization. For organizations to perform well, apart from tangible and intangible resources, effective and dynamic leadership is a pre requisite. If the basis leadership concept and attitude towards work is not up to the mark eventually it will affect organizational goal productivity. It will not only hamper the productivity but also the performance of productivity. Though most of the researchers in the past agreed that leadership style has relationship with organizational performance but there are some who did not support this view, hence, an ambiguity exists. To address this confusion, the researchers studied the types/styles of leadership and the leadership styles of different leaders of various organizations in India and examined their impact on organizational performance. There are three main leadership styles; transformational, transactional and laissez faire leadership styles. While the first two have a positive but different level of impact, the third one has a negative impact on organizational performance. The research also describes the performance of the organizations in service sector because of the good leadership qualities. The basic objective of the present study is to study the role of leadership characteristics on organizational performance. Therefore, the prime agenda of the research study is, how leadership behavior is directly proportional to organizational performance. A quantitative study was conducted by using a questionnaire filled from various leaders of manufacturing and

service organizations. Results of the study found that though the most suited style of leadership is transformational one but in new and growing organizations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, laissez faire style may be required. Hence, the leader might have to adopt a hybrid style of leadership style. Leadership style has a significant impact on the organizational performance.

The Automotive sector is a business segment which is strongly associated with success, innovation and generally serves as a flagship of leadership practices to the rest of the business worldwide. Many prominent strategies and approaches originate from it, with Fordism being the brightest example. At the same time, the changes in the industry and economic environment of the recent years have led to the situation wherein the leaders have lost their definitive advantage and faced a risk of closure. Such setting triggered a radical shift in the leadership practices. The following paper aims at exploring the use of different leadership theories characteristics for the automotive industry. By reviewing the available academic sources on the matter, we aim in determining the preferred leadership theories at different point in time of Industry, identifying the reason for change, outlining the benefits and challenges of each theory pertinent to the field. It also includes the recommendations needed for improvement of the situation. Organizational performance encompasses effective utilization of all resources at the disposal of the organization for profit maximization and future growth of the organization. Employees need skills, motivation and commitment to perform well and up to the desired expectations. A clear vision, wholesome mission formulated through involvement of all stakeholders and a well thought out strategy for achievement of mission/vision is provided by a dynamic and charismatic/transformational leader. Provision of conducive environment creating enthusiasm and enjoyment, appropriate coaching/training for developing requisite skills, building teams, and motivation through tangible/intangible incentives, is a key responsibility of the leader to improve organizational performance. To measure performance, organizations use indices both financial and non-financial like quantity produced, quality of the product/service, customer satisfaction, reputation and greater market share, periodical profit and effective exploitation of future growth opportunities. There are different leadership style theories mentioned by various authors, some of which are charismatic, transitional, transformational, visionary and culture-based leadership styles (Bass, 1985; Sergiovanni, 1987, Bass, 1990; Yukl, 1994; Sashkin, 1996). Leadership style and behavior of a leader can have an enormous impact on employees and organizational outcome

(Waldman et all, 2001). Leadership styles/practices targeting mobilization of human resource is an important factor in determining organizationalperformance.

1.2 Research Problem

The specific research problem under evaluation in this study was inappropriate leadership and entrepreneurial behaviors in owners/managers of organization that interfere with organizational performance. Some owners/managers of organization find it difficult to develop and show the leadership and entrepreneurship behavior which is required in this dynamic business environment. This behavior can lead to failure or a survival issue for organization.

Organization in the manufacturing industry in the Automobile region have the potential ability to contribute to the country's economy. However, to sustain and prosper in this dynamic business environment, these Organization have to rely on appropriate leadership and entrepreneurial behaviors. Therefore it is expected that by adapting specific leadership styles and entrepreneurial orientation they may enhance their organizational performance. At the same time, age, gender, experience, qualification and designation can have an effect on an individual's perspective and hence also on their staff or subordinates/co- workers.

Although there are several studies pertaining to leadership and entrepreneurship, there is still limited literature on how leadership and entrepreneurship behaviors of owners/managers of organization in automobile sector impact organizational performance, particularly in the manufacturing industry

This gap in studies calls for exploring and understanding leadership styles, entrepreneurial orientation and their influences on organizational performance, specific to organization in Automobile Sector. In summary, the results of this study will contribute to the organization in an attempt to develop leadership and entrepreneurial behavior of owners/mangers of automobile sector thereby helping them to improve their organizational performances.

1.3 Purpose of Research

The main purpose of this study is to investigate the impact of leadership styles on the organizational performance of automobile painting and molding sector in Maharashtra state of India.

The research aims to achieve the following objectives:

- To do a quantitative investigation of dominant leadership style of the respondents.

- To do a quantitative investigation whether the dimension of leadership styles found in the literature is practiced by owners/managers of organization in automobile painting and molding sector in Maharashtra.
- To do a quantitative investigation whether the dimensions of entrepreneurial orientation found in the literature is practiced by owners/managers of organization in the automobile painting and molding sector in Maharashtra.
- To understand which demographics influence the leadership styles and entrepreneurial orientation of owners/managers of organization in the automobile painting and molding sector in Maharashtra
- To empirically examine the impact of leadership styles on the organizational performance of organization in the automobile painting and molding sector in Maharashtra.
- To empirically examine the impact of entrepreneurial orientation on the organizational performance of organization in the automobile painting and molding sector in Maharashtra.

1.4 Significance of the Study

The current study involved examining whether leadership styles and entrepreneurial orientation impact organizational performance and whether demographics (i.e. age, gender, experience, qualification and designation) influence leadership styles and entrepreneurial orientation. Leaders or entrepreneurs mostly attempt to direct the workforce in the hopes of completing the work order and increase the productivity output. However, for many owners/managers, successfully running the business unit has been a difficult task, in particular in the automobile painting and molding industry in Maharashtra, due to resource and labor-intensive businesses and dynamic business environments. This makesunderstanding the rationale behind this is even more challenging.

The results of the study might contribute to four perspectives: theoretical, empirical, practical and policy. From the theoretical perspective, this study increases the understanding of different leadership styles and entrepreneurial orientation components within the context of organization in automobile painting and molding sector in Maharashtra, with respect to organizational performance.

Empirically this study is an attempt to understand the leadership styles and entrepreneurial orientation components practiced by the owners/managers of automobile painting and molding sector in Maharashtra. This study further explores whether leadership styleand entrepreneurial orientation impact organizational performance. Different types oftests were used, which adds to the robustness of the research. Furthermore, the outcomeof the study provides results which can be generalized and served as a starting point for additional research.

From a practical perspective, the results of this study might offer new insights for owner/managers of organization in the automobile painting and molding sector in Maharashtra. The results should help them to become more aware and knowledgeable about the different leadership styles and entrepreneurial orientations and help them to devise a strategy for workforces and businesses to gain a competitive advantage in a dynamic business environment. However,this study also suggests that not all leadership styles impact the business performance in apositive way. It also suggests that entrepreneurial orientations impact on limited aspectsof business performance. Therefore, it gives owners/manager of organization from automobile painting and molding sector in Maharashtra an opportunity to evaluate their respective leadership styles and entrepreneurial orientation and align it to improve their organizational performance and thereby add value to the self, workforce and society at large.

From a policy perspective, the results of the study could provide a foundation for developing principles of leadership styles and entrepreneurial orientation in the context of organizational performance. This can help the policy makers of organization (i.e. chamber of commerce, government authorities etc.) in Maharashtra to develop an action plan for the development of leadership talent and also provide an opportunity to nurture the entrepreneurial orientation of owners/managers, specifically in the resources and labor constraints and dynamic business environment of Maharashtra.

1.5 Scope of Research

This study investigates organization in the automobile painting and molding industry in Maharashtra. The automobile painting and molding industry has been selected for this study; as it represents a resource and labor-intensive industry. Furthermore, the automobile painting and molding industry particularly in Maharashtra make a significant contribution to the Nation's economic growth and alsoit creates jobs for thousands.

The population for this study was organization's owners/managers in automobile painting and molding region. The respondents were the owners/managers of these organizations who have complete awareness and knowledge about the organization's vision, mission, strategies and performance.

1.6 Research Purpose and Questions

Based on the research purpose stated above; this study aims to address following research questions:

1. Does gender influence Leadership Styles and Entrepreneurial orientation?
2. Does age influence Leadership Styles and Entrepreneurial orientation?
3. Does experience influence Leadership Styles and Entrepreneurial orientation?
4. Does qualification influence Leadership Styles and Entrepreneurial orientation?
5. Does designation influence Leadership Styles and Entrepreneurial orientation?
6. Whether there is the difference in the extent of the transformational leadership stylecomponents practiced among respondents of SME's?
7. Whether there is a difference in the frequency of the transactional leadership stylecomponent practiced among owners/managers of SME's?
8. Whether there is a difference in the frequency of the passive-avoidant leadership style component practiced among owners/managers of SME's?
9. Whether there is the difference in the frequency of entrepreneurial orientation components practiced among respondents of SME's?
10. Whether Leadership Styles and Entrepreneurial Orientation are co-related?
11. Whether Transformational Leadership Style and Organizational Performance areco-related?
12. Whether Transactional Leadership Style and Organizational Performance are co-related?
13. Whether Passive-Avoidant Leadership Style and Organizational Performance areco-related?

14. Whether Entrepreneurial Orientation and Organizational Performance are co-related?
15. Whether Transformational Leadership impacts Organizational Performance?
16. Whether Transactional Leadership impacts Organizational Performance?
17. Whether Passive-Avoidant Leadership impacts Organizational Performance?
18. Whether Entrepreneurial Orientation impacts Organizational Performance?

CHAPTER II

REVIEW OF LITERATURE

2.1 Theoretical Framework

An overview of the history of research into the topic of leadership reveals that the literature on leadership and performance can be broadly categorized into a number of important phases. Early studies on leadership (frequently categorized as „trait" studies on leadership) concentrated on identifying the personality traits which characterized successful leaders (; Mahoney et al., 1960). Trait theories assume that successful leaders are „born" and that they have certain innate qualities which distinguish them from non-leaders. However, the difficulty in categorizing and validating these characteristics led to widespread criticism of this trait approach, signalling the emergence of „style" and „behavioural" approaches to leadership (Stodgill, 1948). Style and behavioural theorists shifted the emphasis away from the characteristics of the leader to the behaviour and style the leader adopted (Likert, 1961). The principal conclusion of these studies appears to be that leaders who adopt democratic or participative styles are more successful. In this sense, these early studies are focused on identifying the „one best way of leading". Similarly, to trait theories, the major weakness of style and behavioural theories is that they ignore the important role which situational factors play in determining the effectiveness of individual leaders (Mullins, 1999). It is this limitation that gives rise to the „situational" and „contingency" theories of leadership (for example, Fiedler, 1967; House, 1971; Vroom and Yetton, 1974) which shift the emphasis away from the one best way to lead" to context-sensitive leadership. Although each study emphasizes the importance of different factors, the general tenet of the situational and contingency perspectives is that leadership effectiveness is dependent on the leader's diagnosis and understanding of situational factors, followed by the adoption of the appropriate style to deal with each circumstance. However, in an apparent return to the „one best way of leadership", recent studies on leadership have contrasted „transactional" leadership with „transformational" leadership (Ogbonna and Harris, 2002). Transactional leaders are said to be „instrumental" and frequently focus on exchange relationship with their subordinates (Bass and Avolio, 1993). In contrast, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Howell and Avolio, 1993). Although the brief summary above indicates that research into leadership has gone through periods of scepticism, recent interest has focused on the importance of the leadership role to the success of organizations. Fiedler (1996),

one of the most respected researchers on leadership, has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Indeed, it has been argued that one way in which organizations have sought to cope with the increasing volatility and turbulence of the external environment is by training and developing leaders and equipping them with the skills to cope (Hennessey, 1998). These claims are based on the assumption of a direct link between leadership and organizational performance. This assumption requires critical review. Moreover, leadership has long been seen as a key factor in organizational effectiveness, but interest in public sector leadership has increased over recent decades. An interest in transforming the public sector by learning from the business world contributed to this interest, as leadership was seen as one of the key elements that made private companies more effective than the public sector was perceived to be. An interest in learning from the private sector, where leadership has long been seen as an important element in business performance, is therefore a contributing factor in the blossoming of leadership in the context of the public sector (Murphy et al., 2006).

Leadership refers to a set of traits an individual possesses to influence another individual or group in a situation to act or obey that individual in a desired manner. Researchers in the past have identified various types of leadership with traits suitable for accomplishing tasks in a particular situation and for the variety of tasks/projects. Leader's design and create a vision about a future state of an organization and enmesh/motivate all members of the organization collectively towards attainment of that vision (Cadbury 1996). Colley et al (2004) posit that in an organizational setting, leadership is a social tool for molding members and resources of the organization in the manner to effect attainment of organizational goals and objective. Stogdill (1957), refers to individual's behavior guiding a group towards achievement of common goals as leadership style. Lawal (1993) concludes that leadership is the process of influenfcing others through trust and confidence for a willing response for the attainment of organizational goals and objectives. In the early days, there was no distinction between a leader and manager rather both terms were interchangeable and meant one and the same. Gannon (1977) while quoting work of Weber (1949) states that in the past, manager was considered to be a leader as well and the manger. The manager did not need any training in the field of leadership because subordinates were assumed to obey their managers due to their position / authority. With the passage of time,

the concept of leadership came in the limelight and its necessity was felt when subordinates started disobeying considered lawful command of managers and superiors. Hence, a requirement of influencing others for a willing response gives birth to a different meaning to leadership than a manager. Therefore, Mullins (2005) from the work of Barnard (1930) defined leadership as the ability of the superior to influence subordinates' behavior for a willing response towards a particular desired action. Presently, managers do not consider their right of automatic obedience of their subordinates due to their position rather they try to assume and attain leadership skills to motivate their subordinates for increased production. They have also realized the importance of learning and mastering leadership skills and training. Anuku & Achienu (2010) states that effective leadership provides an appropriate response to environmental factors of time, culture, wants and needs and their harmonization to ensure smooth operation of these factors for maximizing profit and growth of an organization. The combined effect of these factors and outcome is the improved performance of the organization. As per Gannon (1977), no organization can even function without an effective leadership albeit performing well. Researchers have identified various types and styles of leadership. Different types and styles are the requirement of different organizations and situation. There is no fit type or style of leadership for all types of organizations and situation but appropriate or a hybrid style is considered suitable for a particular organization. Leadership style does matter and contribute towards overall performance of any organization. It also plays a significant role in motivating and enhancing individuals and organizational performance. Thus, Glantz (2002) emphasized that the leader must understand the situation, identify the requirement and find a suitable leadership style. Efficient utilization of the available resources by members of an organization depends upon the understanding and style of the leader which has a direct impact on the performance of the organization.

Leadership refers to a set of traits an individual possesses to influence another individual or group in a situation to act or obey that individual in a desired manner. Researchers in the past have identified various types of leadership with traits suitable for accomplishing tasks in a particular situation and for the variety of tasks/projects. Leader's design and create a vision about a future state of an organization and enmesh/motivate all members of the organization collectively towards attainment of that vision (Cadbury 1996). Colley et al (2004) posit that in an organizational setting, leadership is a social tool for molding members and resources of the

organization in the manner to effect attainment of organizational goals and objective. Stogdill (1957), refers to individual's behavior guiding a group towards achievement of common goals as leadership style. Lawal (1993) concludes that leadership is the process of influencing others through trust and confidence for a willing response for the attainment of organizational goals and objectives. In the early days, there was no distinction between a leader and manager rather both terms were interchangeable and meant one and the same. Gannon (1977) while quoting work of Weber (1949) states that in the past, manager was considered to be a leader as well and the manger. The manager did not need any training in the field of leadership because subordinates were assumed to obey their managers due to their position / authority. With the passage of time, the concept of leadership came in the limelight and its necessity was felt when subordinates started disobeying considered lawful command of managers and superiors. Hence, a requirement of influencing others for a willing response gives birth to a different meaning to leadership than a manager. Therefore, Mullins (2005) from the work of Barnard (1930) defined leadership as the ability of the superior to influence subordinates' behavior for a willing response towards a particular desired action. Presently, managers do not consider their right of automatic obedience of their subordinates due to their position rather they try to assume and attain leadership skills to motivate their subordinates for increased production. They have also realized the importance of learning and mastering leadership skills and training. The extent to which members of an organization contribute in harnessing available resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a great extent, on leadership style. At the same time some authors like Akpala (1998) have also observed and concluded that attitude, leadership style and motivation are some of the factors that exert negative pull on the organizational performance. The literature reviewed by the Researchers has identified leadership; an important subject in the field of organizational behavior. Leadership has significant effect on individuals' performance in an organization. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that an excellent leader not only inspires subordinates' potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Leadership is a strategy to motivate employees to tap their full

potentials for the development and growth of the organization (Fry 2003). There are indicators that relationship exists between leadership style and organizational performance.

2.1.1 Transformational Leadership

A transformational leader uses values and principles for motivating subordinates to achieve expected level of performance (Bass, 1985). Buns (1978) explained transformational leadership style as a process where, "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality". Transformational leadership style differs from transactional leadership in terms of motivating process adopted by the leaders. In transformation leadership style, followers have confidence and trust over their leader and exhibit sincerity, loyalty and respect for him. They are motivated to do more than the expectations of their leader (Bass, 1985; Katz & Kahn, 1978). The motivation process adopted by the leader hinges upon the expected outcome, pursuing followers to accord priority to organizational and team interest over personnel ones. The leader motivates his followers through activation of higher order needs of Maslow's theory. This style encourages critical thinking and thinking out of the box solution for problems which is achieved through intellectual stimulation of followers (Bass et al., 1994). This results in enhanced and improved level of performance, satisfaction level and commitment of employees towards achievement of the goals of their organization (Podsakoff et al, 1996).

As per (Bass 1990) transformational leadership includes four behavioral components that are charisma, inspirational motivation, intellectual simulation and individual consideration. In the literature reviewed so far, most of the researchers have contributed transformational leadership towards organizational performance. (Bycio et al., 1995; Howell and Avolio, 1993). Most of the researchers agree on the concept that transformational leadership motivates followers for superior performance through leader's inspirational skills and his vision of the organization. (Nicholls, 1988; Quick, 1992).

Transformational and charismatic leadership has dominated the political and business climate since the late 1980s. Different versions of transformational leadership have been proposed by several theorists, including Bass (1985-1996). This leadership style integrates ideas about traits, styles, contingency approaches to leadership and also incorporates and builds on the work of sociologists such as Weber (1947), and Political Scientists such as Burns (1978).

J.V Downton in 1973 first coined the term 'transformational leadership' in his book "Rebel Leadership – commitment and charisma in a revolutionary process". The concept of transformational leadership didn't get the credibility and worldwide acceptance until unless James Macgregor Burns reintroduced the concept of transformational leadership in his book "Leadership" in 1978, while he was studying political leadership. Burns described it as an ongoing process through which leaders and followers raise one another to higher levels of morality and motivation. Burns suggested transformational leaders raise the bar of followers by appealing to the higher ideals and the values of the followers. In doing so, they may model the values themselves and use charismatic techniques to promote those values to others.

Nowadays, this term is also used in organizational psychology. Burns was influenced by Abraham Maslow's theory of human needs. This influence was because Burns believed that to become a successful and authentic transformational leader- it requires a high level of self-esteem and self-actualization.

According to the leadership theories of James MacGregor Burns, transformational leadership is "A relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents". Burns became famous among alternative leadership scholars because his model of transformational leadership included an ethical and moral dimension that had not been included in any leadership theoretical studies prior to 1978. Bernard M Bass, a disciple of Burns, further defined transformational leaders as those who succeed in raising colleagues, sub-ordinates, and followers to a greater level of awareness regarding issues of consequence (Bass, 1985).

Transformational leaders work at developing their followers so they are able to take on leadership roles. Transformational leaders also perform beyond the established standards and goals (Avolio, 1993).

Several years of research and a number of meta-analysis have shown that transformational leadership positively predicts a wide variety of performance outcomes, including individual growth and organizational level variables (Bass, The Bass Handbook of Leadership, 2008). Transformational leadership has evolved from and contains elements from previous leadership theories such as:

Trait, Behavior, Charisma, Situation, Transaction

There are four main elements to transformational leadership:

Charisma / Idealized Influence: Charismatic leaders provide vision and mission to their sub-ordinates. These leaders instil pride and increase the level of optimism in their sub-ordinates, which then generates respect and trust from their sub-ordinates. Charismatic leaders also excite and inspire their sub-ordinates (Bass, 1985). According to Bass, attaining charisma in the eyes of employees is an important component to succeeding as a transformational leader. In essence, charisma is a distinguishable characteristic of people who are special, who get others to want to follow the vision they are proposing. An example would be Nelson Mandela, the first non-white president of South Africa. Mandela is viewed as a leader with high moral standards and a vision for South Africa that resulted in a monumental change in how the people of South Africa were governed. His charismatic quality and the general public response to his charisma transformed the entire nation.

Inspirational Motivation: Inspiration is a component of charisma. Inspirational motivation is the degree to which the leader articulates a vision which appeals and inspires the followers. Leaders with this kind of motivation challenge their followers with high standards; they communicate their vision with optimism and provide meaning for the task at hand. Followers need to have a strong sense of purpose to be motivated to execute this act. This sense of purpose provides the energy required to drive a group and take it forward. The visionary aspects of leadership are supported by communication skills that make the vision comprehensive, precise, powerful and engaging. The followers are willing to invest more effort in their tasks as they are motivated and optimistic about the future and believe strongly in their abilities. An example of this would be a sales manager who motivates and encourages the sales force to excel in their work through pep talk that clearly communicates the integral role of the sales team in the future growth of the company.

Individualized Consideration: Leaders motivate and attract their followers to a specific vision or mission. Individual consideration is one of the ways they do that.

Individual consideration involves coaching and mentoring the followers while providing continuous feedback. The leaders actively listen and show concern for an individual's current needs and then align them to the organization's mission (Bass, 1985). Overall individualized consideration from a leader helps the followers attain their full potential (Bass F. J., 1990). According to Bass and Avolio, individualized consideration builds on two aspects of behaviours: 1) Individualization of followers, and 2) Development of followers. An example of this type of

leadership is a manager who spends time treating each employee in a caring and unique way. For some employees, the leader may offer a strong affiliation; for others, the leader may give specific directives with a high degree of structure.

Intellectual Stimulation: An intellectually stimulating leader stimulates and encourages creativity amongst their followers, but also nurtures and develops them to make them think independently. Followers ask questions, think deeply, and analyse new ways to execute their tasks. These leaders challenge the assumptions made by people, take risks, and are open to their follower's ideas. These kinds of leaders understand the problems of their followers, and recognize their beliefs and values. These leaders have the capacity to face unexpected situations and consider it as a learning opportunity. An example of this type of leadership is a plant manager who promotes their workers individual efforts to develop unique ways to solve problems that have caused a slowdown in production.

2.1.2 Transactional Leadership

Transactional Leadership is based on exchange process which involves followers' compliance in respect to leader's request but not likely to produce passion and dedication to work. In this case, leader focuses on task being performed by the internal actors of the organization (Boehnke et al, 2003). The main concern of the transactional leader is to make sure that objectives of the organization are understood by the employees and potential barriers to communication are removed. Transactional leadership consists of both constructive and corrective behaviors. In transactional leadership the leader finds ways and means to motivate employees according to their interest. The leader motivates employees and encourages positive attitude by rewards and punishment (House and Aditya, 1997). Transactional leadership is more of accepting the traditional goals and policies as it doesn't bring any significant change in the processes. Transactional leader displays both constructive and corrective behaviors. Constructive behavior entails contingent reward, and corrective dimension imbibes in management by exception. Contingent rewards clarify the work expected out off employees and the rewards and incentives attached to that work. It considers followers expectations and offers recognition when goals are achieved. The clarification of goals and objectives and recognition on achievement of goals/objectives results in individuals and groups expected level of performance (Bass, 1985). Transactional leadership has great influence on leadership research since World War II. It is explained and used in the path-goal model (House,1971) that helps in explaining the use of

transactional leadership and how it works by contingent-reward. As Buns (1978) explained that transactional leadership is based on exchange process in which leaders reward their subordinates on their performance and achieving their targets. In total sum, transactional leadership is believed to be based on series of transactions between leader and its followers. In addition to this, transactional leadership is believed to be depending upon conditional reinforcement either explained positive or negative. This means that followers only react when needs and wants of followers are not fulfilled or either they do not meet their targets. Thus, transactional leadership is either active /passive management by exception leadership approaches (e.g., Bass, 1985, 1997; Hater and Bass,1988; Howell and Avolio, 1993; Sosik et al. 1997). Active management by exception refers to the leader's setting the standards for compliance as well as its implementation method. It may include punishing followers for non-compliance with those standards. This style of leadership implies close monitoring for deviances, mistakes, and errors and taking corrective action as quickly as possible. The difference between active and passive management by exception primarily depends upon the timings of the leader's involvement. In active form of management, the manger or the leader constantly monitors the performance or outcome of the workers so as to take measurable actions before facing any problem in achieving the goals. The leader in this case actively participates in searching the deviations from the industry specific targets or benchmarks. Whereas in passive management, the leader takes actions only when problem arises in the process. The leader or the manager waits till the end of the process and then if there is a problem, he takes corrective measures. Factors of transactional leadership are (1) Contingent reward: In this factor, there is a bargain between the leader and the employee. They agree together in accomplishing the organizational goals and in return the reward attached to those goals. In this case, the leader must clarify the level of expectations and rewards when goals are achieved. (2) Management-by-exception (active): In this case the manager or the leader specifies the level of expectations for the process and if standards are not met the punishment. This style of leadership closely monitors the work processes of the organization and corrective measures are taken when any problem arises. (3) Management-by-exception (passive): This style of leadership avoids the exact agreement, not defining expectations or standards to be achieved by the employees but gets involved when the problem arises. This style does not respond to situations and problems thoroughly.

The concept of transactional leadership was first coined by Max Weber in his socio- economic consideration of organization. Max Weber was the first to describe the transactional leadership style, and his basic concept was accepted by Bernard Bass (Srdan Nikezic, 2012).

Transactional leadership is based on classic principles of exchange with followers who are part of the interaction. The followers are rewarded for meeting pre-defined standards and performance.

The transactional leadership style is commonly used in environments where the focus is on short term goals, standards, procedures, roles, and control. Creativity, vision and generation of new ideas were not present. Efficiency (cost-cutting) is the key variable of leadership competency in this approach. These leaders are completely dominated by left brain thinking (rational behavior), while right brain thinking (emotional intelligence) is totally excluded. In this style, followers are motivated only by rewards and punishments.

This style of leadership works best when an organization's problems are simple and are clearly defined. In this model leaders usually exhibit a rigid behavior style. Examples of this are the American and French politicians McCarthy and DeGaulle. The transactional leadership approach was most common from the end of Second World War until the 1970's.This was likely because the business climate, particularly in United States, provided a high level of stability. This is the reason most organizations at that time did not feel the need to change and consequently didn't change their leadership approach. A leader with formal authority in the organization exercised power to ensure the followers completed the task. The followers simply followed the instructions provided by the leaders.

Three main assumptions of transactional leadership are:

Employees are motivated by leaders through reward and punishment.

Followers respect the directions received from the leader.

There is no self-motivation, and followers are controlled by leaders.

Transactional leaders focus on these processes and do not promote creativity. Specific dimensions to transactional leadership include:

Contingent Reward: an exchange process between leaders and followers in which efforts by the followers are reciprocated with specific rewards. With this kind of leadership, the leader tries to obtain agreement from followers on what must be done and what the pay-offs will be for the people doing it. An example of this type of transaction is parents that negotiate with their children on how much television the children can watch after completing a certain task. Another example often occurs in the academic setting: A dean negotiates with the college professors regarding the volume and quality of publications they need to produce to receive tenure and promotion.

Management-by-exception- Active: A leader using the active form of management-by-exception watches followers closely for mistakes or rule violations and then takes corrective

actions. An example of active management-by-exception is the leadership of a sales supervisor who monitors daily how employees approach customers; he quickly corrects the salespeople who are slow to approach customers in the prescribed manner.

2.1.3 Laissez-faire style Leadership

Laissez-faire style of Leadership is the one in which the leader tries to make minimum interference in the affairs of sub-ordinates even to the extent of not giving clear orders and instructions. In this type of leadership, the leader avoids responsibilities and does not build two-way communications with his sub- ordinates. In this type, mostly sub-ordinates are not satisfied with their leader, production targets are not met which results in poor performance of organizations (Deluga, 1992). Laissez-faire style Leadership is a negative form of leadership in which leader doesn't get involved in important decision-making process. He shows no concern or sense of responsibility when an important issue or situation requiring an urgent response is confronted. Alternatively, employees are at their own in the time of crisis and problem and look for assistance from other sources. Employees take their own decisions to manage crisis situation (Dubinsky, Yammarino, Jolson, and Spangler, 1995) and are often attempted to take over the role of leader (Coad and Berry, 1998).In this type of style, a leader avoids influencing his followers and shirks supervisory duties and job responsibilities. Leaders or managers take least interest in their job or task and avoid indulging themselves in any kind of situation that can confront them .They put more responsibility on subordinates without setting any clear or specified goals and they do not give any kind of help in making decisions. In this case leader's main concern is to make good terms with everyone and gliding the situation up to the limit. Laissez-Faire leaders do not make any kind of control mechanisms for the system to run effectively and efficiently rather group members are free to take any kind of decisions according to their own thinking and intuition.

Passive-avoidant Leadership

Several studies have proven that passive-avoidant leaders avoid identifying and clarifying potential problem areas. They avoid getting involved in setting standards or monitoring results. This leadership style generally has a negative effect on leadership results. Overall this style represents the absence of leadership values. Most of us know passive-avoidant leaders as laissez-faire who takes a hands-off, let-things-ride approach where these type of leaders abdicate

responsibility, delay decision, hold back feedback, and make little effort to help followers satisfy their needs.

Passive-avoidant Leadership is the most extreme form of passive leadership and can even be called non leadership. This type of leadership style is more negative than a active leadership style.

Management-By-Exception-Passive: Along with laissez-faire leadership style one more approach included in this is management-by exception-passive**:** where a leader using the passive form intervenes only after standards have not been met or problems have surfaced. An example is the leadership of a supervisor who gives an employee a poor performance evaluation without ever talking to the employee about her or his prior work performance. Both active and passive management-by-exception types use more negative reinforcement patterns than positive reinforcement pattern.

2.2 Entrepreneurial Orientation (EO)

Previous studies show that entrepreneurial orientation is proven to be an important aspect in entrepreneurship literature. (Andreas Rauch, 2009) who reviewed previous EO- performance relationship studies and it has been revealed that there has been a dramatic shift in such studies on a global scale. Entrepreneurial orientation represents an important area of research which can contribute to the body of knowledge about entrepreneurship.

Different studies have used different terminologies when discussing different styles of entrepreneurship. These terms include entrepreneurial posture (Slevin, 1991), corporate entrepreneurship (Covin, 1995) and entrepreneurial orientation (G. T. Lumpkin, 1996). However, despite of all these terms, entrepreneurial orientation is the most widely accepted and applied concept.

Entrepreneurial Orientation refers to the specific behaviors of organizations in risky environments. These behaviors include engaging in innovations, behaving proactively, and outperforming competitors in an aggressive manner (Dess, 1996).

Entrepreneurial orientation provides the foundation for entrepreneurial decisions and actions. A firm's behavior is the most crucial and central idea of entrepreneurship; as a result, researchers have shown an interest in investigating entrepreneurial orientation (Slevin, A conceptual model of entrepreneurship as firm behavior, 1991).

Previous studies have proven that for the organizations success, entrepreneurial orientation plays a key role and leads to higher performance (Covin, Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal Analysis, 1995). It has been observed that firms with higher level of entrepreneurial orientation performed far better than those with lower entrepreneurial orientation.

2.3 Dimensions of Entrepreneurial Orientation

For the first time, Miller introduced the specific dimensions of EO and according to him, an entrepreneurial firm engages in the innovation process, takes risks, behaves proactively, and outperforms competitors aggressively.

The various dimensions of entrepreneurial orientation are discussed below:

Innovation

According to Schumpeter, entrepreneurship is an economic process of creative destruction by which wealth is produced. Existing markets structures are interrupted by the introduction of new products that utilize the resources of old firms and cause the expansion of new firms. This innovative behavior of the entrepreneur is seen by Schumpeter as the main cause of change in the economic system. Drucker has proposed that innovation is a process for entrepreneurs to produce new products with new business opportunities. Covin & Miles has suggested that innovation is the firm's tendency to come up with new ideas, conduct various tests, and outperform competitors. Innovation and creativity are inherent characteristic of entrepreneurs and reflects firm's desires to develop methods which may lead to development of new product or opportunities and enhancement of technological processes.

Pro-activeness

Pro-activeness is considered as a progressive perspective with which entrepreneurs have the foresight to act in anticipation of future demands (Anggraeni, 2009). According to (Dess, Clarifying the entrepreneurial orientation construct and linking it to performance, 1996), proactivity is important because it proposes progressive actions. Proactiveness is achievement orientated, emphasizing initiating actions while anticipating change and early preparation, before any uncertainty occurs. On the same lines (Andreas Rauch J. W., 2009) have suggested that Proactiveness is about looking to the future and having an opportunity seeking perspective which enables the firm to introduce new products and services far ahead of their competitors and to act in anticipation of future demands. According to (Hisrich, 2001) Proactiveness is the extent to

which organizations attempt to lead rather than follow competitors in the key business areas such as introduction of new products and services, operating technologies, and administrative techniques.

Risk-taking

Risk taking is a concept often associated with entrepreneurship. According to Richard Cantillon Entrepreneurs are those persons who are responsible for juggling the risk of profit and loss. The concept of risk taking revolves around entrepreneurs and entrepreneurship as a central theme.

According to existing research, risk taking is an important dimension of entrepreneurship within an existing firm (Slevin, Strategic management of small firms in hostile and benign environements, 1989). The 20th century has seen entrepreneurs as risk taking individuals, and even (Christopher J. Collins, 2004) has suggested that all theories of entrepreneurship involve the concept of taking risk of some kind. Risk is generally seen as uncertainty with a possibility of loss which is an important characteristic of innovativeness, new business formation, and proactive or aggressive actions of the firms. Risk taking dimensions include levels of risk reflected on decisions pertaining to resource allocation, financial choices, new markets or new product choices in a certain way (Anggraeni, Firms startegic orientation in business network, 2009). Lumpkin and Dess have suggested that organizations that have an entrepreneurial orientation are normally characterized by risk taking behavior that include greater financial commitment, and forward- thinking to obtain higher results through market opportunity. As defined by Baired & Thomas risk comes in three different types:

- Venturing into the unknown
- Committing substantial resources
- Borrowing heavily.

Recent research has suggested that entrepreneurs are more likely to be engaged in risk- taking activities than non-entrepreneurs.

Competitive Aggressiveness

Competitive aggressiveness is considered a firm's ability to outperform their competitors. It is generally seen as a combat attitude or responding aggressively to defeat threats and seeking better positions in the market. It is considered a strong offensive stand for defeating competition (Gregory G. Dess, 1997). Lumpkin and Dess suggested it may be seen as a threat response. Competitive aggressiveness is used to describe a company that allocates its resources in such a

way that they gain a better position in the market, faster than their competitors (Anggraeni, Firms strategic orientation in business network, 2009). Competitive aggressiveness is usually associated with the use of non- conventional competitive methods over traditional or reliable ones (Dess, Clarifying the entrepreneurial orientation construct and linking it to performance, 1996). (Rosemond Boohene PhD, 2012) suggested that competitive aggressiveness is about using the market environment in one's favor proactively and responding aggressively to the competitor's challenges. Lumpkin and Dess have argued that Proactiveness and Competitive Aggressiveness are the distinct concepts which are related to the organizational performance. They have suggested that Proactiveness is about a response to opportunities whereas Competitive Aggressiveness is about response to threats. A firm can have both Proactiveness and Competitive Aggressiveness but may vary in the degree they have either.

Autonomy

Autonomy refers to the ability of teams and individuals to think and act independently without any organizational constraints. Autonomy refers to freedom of creativity and its implementation. (Amie Kusumawardhani, 2009) has suggested that autonomy encourages employees to work in a more interactive fashion which results in better performance. Firms cannot function smoothly without giving autonomy to their employees. There is an alternative view of autonomy found in literature which puts emphasis on formal structure and autocratic leadership and control by superiors. In this structure, leaders are dependent on their authority and power which comes from their formal designation or by being an owner of the business According to (Mohammad Arief, 2013), entrepreneurial firms have the autonomous leaders, which lead to the conclusion that small firms often have autocratic structures where decisions will be driven by one person

2.4 Entrepreneurial Orientation and Organizational Performance

According to past researches, there is a relationship between entrepreneurial orientation and organizational performance. Previous studies have shown that entrepreneurial orientation is directly or indirectly linked to a firm's performance (Shepherd, 2005).

These studies indicate that a firm that adopts an entrepreneurial orientation performs better than one that lacks entrepreneurial orientation. According to (Koe, 2013), entrepreneurial orientations vary significantly.

According to (Douglas W. Lyon, 2000), there are challenges in measuring the strength of the relationship between entrepreneurial orientation and performance due to problems associated with operationalization and measurement of entrepreneurship.

Lumpkin and Dess recognized that there are a number of potential internal and external factors that potentially compound the effects an entrepreneurial orientation has on performance. Wiklund and Shepherd have reviewed these environmental influences in their studies and found that performance could be better explained using a configuration approach. There are certain elements of strategy, structure, process, and environment

Which tend to cluster together to form this configuration. This approach showed the importance of internal and external factors in terms of their impact on a firm's performance. The study of leadership can be traced all the way back to Aristotle's managementconcepts. Management was put in place to reduce organizational chaos and ensure effective and efficient operations. Foyol first identified the primary functions of management as planning, organizing, staffing and controlling. (Lunenburg, 2011) suggested that management and leadership concepts are quite dissimilar.

Table 2.1: The Difference between Management and Leadership

Management	**Leadership**
Planning and Budget Establishing agendas Setting time-lines Resource allocation	Setting Directions Creating the vision Clarifying paths /goals Creating strategies
Organizing & Staffing Creating the organizational structure Establishing rules & regulations Human resource planning	Aligning Human Resource Communicating goals Seeking commitment Building teams
Controlling & Problem Solving Developing reward structures Generating creative solutions Taking corrective actions	Motivation & Inspiration Inspiring and energizing Empowering sub-ordinates Satisfying unfulfilled needs offollowers

[Source: Northouse, P. G. (2009). Leadership-Theory and Practice]

Management is about seeking orders and providing consistency to the organizations whereas Leadership is about seeking adaptive and constructive change management process. For an effective organization, the focus should be on building competent management and skilled leadership. Bennis and Nanus in past have made the distinction between the management and leadership and quoted that "Managers are people who do things right and Leaders arepeople who do the right things".

2.5 Organizational Performance

In today's economic environment, measuring business performance has become a critical issue for researchers and industries. In general, business performance is defined as organization's operational efficiency in meeting the desires of its stakeholders (Zulkiffli, 2014) and this should be considered a measure of assessment for the company's accomplishments.

In general, business performance is measured by indicators such as profits, return on investment, customers, quality, and product improvement. SME enterprises are generally reluctant to provide actual financial numbers and researchers often have to deliberately rely on subjective measures when evaluating business performance.

Subjective v/s Objective Organizational Performance Measures:

It is evident from previous research that subjective measures are preferred over objective measures due to difficulty in obtaining objective financial data. Studies are particularly susceptible to such difficulties. Such difficulties also evident from analyzing privately held organizations (Jr, 1984).

Table 2.2: Difference between Subjective and Objective Measures of Performance

Differentiation Aspect	Subjective Measures	Objective Measures
Indicators	Focus on overall business performance	Focus on actual financial performance
Measurement Standard	Key people of the organization are asked to rate performance relative to their competitors or industry	Key people of the organization are asked to provide absolute financial data. (Example. Profit, ROI etc...)

Scales	Rating scales were used such as (“very good to very poor” / “much lower to much higher” or even “worst in industry to best in industry” etc...)	Scales are not used here as exact absolute data is acquired

[Source: Adapted from Dawes 1999, Wall et.al. 2004 & Kim 2006]

Subjective measures are an effective way of measuring business performance, as they allow comparisons across organizations and industry cultures (Perera, 2011). Using subjective measures, managers can compare their performance to the industry they are operating in, and then respond appropriately (Dawes, 1999).

It has been observed in previous studies that SME owners/managers often manipulate data. Manipulations of this sort can be controlled using subjective measures as SME owner/managers often treat objective performance measures as confidential and they keep this data away from outsiders.

CHAPTER III:
METHODOLOGY

3.1 Overview of the Research Problem

The sole objective of this quantitative study was to assess whether leadership styles and entrepreneurial orientation (i.e. independent variables) significantly impact measures of organizational performance such as process performance, supplier relationship performance, people performance, and customer relationship performance(i.e. dependent variables). The study involved an investigation into whether age, qualification, gender, experience and designation significantly impact the leadership styles and entrepreneurial orientation.

This chapter highlights the following points of discussion:

- Research design and approach
- Population, sample, and setting plan
- Appropriateness of design
- Ethical protection of participants
- Plan for Primary Data Collection
- Data collection and analysis
- Measurement Instruments (Reliability and Validity)
- Research Questions and Hypothesis

The chapter will also include a discussion on the usefulness of the study to the field of management, leadership and entrepreneurship.

3.2 Research Design and Approach

The study involves descriptive research, which is often called statistical research. This helps to answer questions such as who, what, where, when and how. Thus considering the requirements of this study, this particular research design was more appropriate for the current study. Descriptive study is often used to validate current practices and make verdicts or conclusions. For this particular study descriptive research was used to obtain a picture of owners/managers leadership styles and entrepreneurial orientation with a view that it is impacting organizational performance. For this study structured questionnaires were used with specific parameters to keep focus on the desired subject using five-point LIKERT scales. Considering the time dimension of the research project, this study involves a cross-sectional study which measures sample units from the population at only one point in time. This cross-sectional study is representative of a

population and hence it can also be named a sample survey. The study included a statistical approach to process and analyzes the quantitative datasets to either reject or not to reject the hypothesis.

3.3 Population, Sample and Setting Plan

The population is the togetherness of all the elements that has or shares some common characteristics and which subsequently includes the universe for the ultimate purpose of the research problem. In the current research study, the population is finite and comprisesonly of all owners and managers of Micro, Small and Medium enterprises in the manufacturing sector in the Maharashtra region of Maharashtra. This study took place in the Maharashtra region where the population consists of various industrial clusters.

Sample Element

The sample element in the current study is owners/managers of MSME organizations from whom the information is sought.

Sample Unit

The Unit of Analysis in the present study is the Micro, Small and Medium enterprise in the manufacturing sector in the Maharashtra region which contains the sample element (i.e. owners/managers).

Table 3.1: Sample Units Surveyed for Study

Sr. No.	Enterprise Category	No. of Units
1	Micro	240
2	Small	55
2	Medium	5
Total		300

Source: Adapted from Dawes 1999, Wall et.al. 2004 & Kim 2006

In the current research study, the sample is from Maharashtra which is a manufacturing hub, growing rapidly with heavy industrialization. This is happening due to enterprises from across the world are setting up their manufacturing facilities over here and competition.

Sample Size

The sample size was determined using sample size determination through the meanmethod. The mean method was used because variables in the study were measured using a 5-point measurement scale. The formula for the same is given below:

Where,

$N = (z^2 * s^2) / e^2$

Z = is the standard score associated with confidence level (95% in the Current case).

Hence standard scores equal to 1.96(borrowed from normal table)

S=is the variability in the data set, computed as a ratio of range/6.Range is equal to 5-1=4(the difference between minimum and maximum value in the 5 point scale). 6 refer to ±3 standard deviation values on the X axis of the standard normal curve, which takes in all the data set in study.

Hence range=4/6=0.66

E is the tolerable error= 8 %(in current study)

So sample size $n= 1.96^2 * 0.66^2 / 0.08^2$

Hence n=261

So as a buffer we have considered sample size to be 300.

Sampling Criteria

The sampling criteria included the following

- The organization should be a manufacturing organization.
- The operation must use power or manual machines or equipment in its operation.
- The organization must be located in or be in close proximity to the Maharashtra region.
- The company must be using locally sourced raw material as its major input

Sampling Procedure

The probability sampling technique involved in this study is a two stage cluster sampling method. Thus the method is employed to select respondents in a random fashion according to the following steps: first we consider all the industrial areas as clusters andat first stage of cluster sampling we have chosen 6 cluster randomly out of total clusters and then using the two stage clustering formula, (where the total sample size of 300 is divided by the average number of samples) we would select from each cluster (which is 50). Thus it gives us an opportunity to deal with 6 clusters which we have chosen randomly to select the required samples 50 each from

these clusters. This is done to ensure adequate and equal chance of respondents to get selected in the study.

Sampling Frame

The study will be conducted in the Maharashtra district of the state keeping in mind the time and cost involved in collecting data.

Therefore, the sampling frame was developed from three sources:

- Directory of MSMEs provided by District Industries Centre.
- Directory of Maharashtra Chamber of Commerce and Industries.
- Directory of Maharashtra Industrial Development Corporation.

Sample Extent

The Industrial Scene of Maharashtra- The various companies in The Maharashtra region are engaged in manufacturing auto components, locomotives, agro-based products, electronic consumer durables, pharmaceuticals, chemicals and IT software among others. Companies like Philips India, Mahindra and Mahindra, Mercedes Benz India Ltd., Alfa Laval, SKF Bearing etc. are some of the large-scale companies located in and around Maharashtra. Maharashtra also has dedicated IT and Bio-Tech Park in its proximity.

The Maharashtra MSME Scene- MSME's in the Maharashtra district have played a key role in the economic development of the region. According to the MSME development Institute of Mumbai's Annual report the Maharashtra district had 27683 MSME's, out of which 21,763 were micro enterprises, 5818 were small enterprises and 102 were medium enterprises.

According to the sampling procedure we have to drill down to select 6 clusters at random from all the available clusters, thus the cluster we have chosen randomly are from Sinhgad/Dhayari, Katraj, Paravti, Hadapsar, Bhosari, and Pimpri-Chinchwad geographical region of Maharashtra considering time and cost with respect to the current research study.

Sample Duration

The time taken to complete the interview process of all the required sample elements (i.e. respondents) took 3 months' time.

3.4 Appropriateness of Design

A quantitative design was the appropriate design for this current study because it helps to explain the phenomenon by collecting numerical data which will be analyzed using mathematical methods in particular (statistics).The appropriateness of the design is based following factors:

Research should demand a quantitative answer.

Numerical change can accurately be studied only using quantitative methods.

Wanting to find out about a state where we often want to explain somephenomena.

The final activity because of which we adapt to quantitative research is hypothesis testing. The study involves independent variables (leadership styles and entrepreneurial orientation) and dependent variables. These are measures of organizational performance such as process performance, supplier relationship performance, people performance, and customer relationship performance. As noted the purpose of the study is to examine and assess whether leadership styles and entrepreneurial orientation significantly impact organizational performance. The study also examines how independent variables (gender, age, qualification, experience, designation) influence the dependent variables, which are leadership styles and entrepreneurial orientation. The approach in this study helps out in understanding and determining how dependent variables behave with respect to the independent variables. Therefore the quantitative research design was an appropriatedesign for this research.

3.5 Ethical Considerations in the Research

Ethical issues are of prime importance in social science research. Important ethicalconsiderations in social science research. Include issues such as Participating Voluntarily, Respecting Participants Integrity, Anonymity and Confidentiality, Avoiding Deception and Fair Reporting. A brief discussion on these ethical factors in the current research study is presented below.

Participating Voluntarily

The major issue in social science research is that participation of respondents in the research should be voluntary and no one should be forced to participate in the research. As the respondents participating in the survey had to fill a long questionnaire, they were briefed on the objectives of the research and assured of confidentiality of data to motivate them to participate voluntarily. The data was been collected by making personal visits to the respondents and those respondents who are not willing to participate are not included in the study.

Respecting Participants Integrity

No personal questions were asked to the respondents. The study was focused on organization-specific questions rather than those involving respondent's personal matters.Research instrument had no questions that lead to embarrassment/harm to theparticipants.

Anonymity and Confidentiality

In the current study the respondents were assured of confidentiality of the data provided by them. However, since the data has to be collected through personal interview by visiting their organization and not through some other means of survey, identity of the respondent was revealed to the researcher, hence the anonymity was not ensured. The respondents were assured that the data would only be used for generalization of the observation and no specific mention of their company name or brand would be revealedin the research report or in results.

Deception

When visiting the organization the researcher has provided the identity and affiliations of the concerned university and school of study to reveal the purpose of the visit. In this case the university is Maharashtra Vidyapeeth. The data was collected only after briefing the respondents about what data is required for the study and how it will be used.

3.6 Plan for Primary Data Collection

Research Technique

The research technique chosen for the current study is surveys, as they involve the collection of information from sample elements through their responses to questions. Survey data can be collected from many respondents at relatively low cost without substantially increasing the time. Survey methods lend themselves to probability sampling from large population. Thus the survey research technique is a very attractive option when sample generalizability is a core research objective. In fact, the survey research technique is the only option to develop the bigger picture of attitudes and characteristics of a larger population.

Contact Method

An in-person interview method was adopted for the current research study, as it involves face-to-face social interaction between the respondent and the researcher. This methodhas given the best response rate; the reason is the researcher has complete awareness of the respondent's situation. This allows the researcher to have more control on interview process. The good part of this method is the researcher can monitor the physical and social circumstances; and the respondent's answers can be probed and clarified if needed.

Research Instrument

A survey research questionnaire was used in the current research study to collect the data.While preparing the questionnaire for the survey it has kept in mind that the focus of the questionnaire

should be towards the research problem under investigation. Thus it becomes the primary basis for selecting which questions should be included in theresearch questionnaire and which should be excluded. The questionnaire has been designed using precisely and neatly written close ended questions, which gives an opportunity to process and analyze them statistically. For writing the responses of close ended questions a likert rating scale (5 points) has been used which generally asks respondents to indicate the extent to which they agree or disagree with the statements in the questionnaire.

3.7 Data Collection

The data collection process has been carried out for both the pilot and the final survey.

Pilot study for survey: A pilot study was conducted to detect weaknesses in the design and instrumentation and provide the sample data for statistical analysis. It was found that the reliability and validity of the instruments were good. On the other hand the instrumentwas tested on the following fronts:

The wording of the survey questionnaire

The questionnaire completion time

The layout of the survey questionnaire

Final Survey: The complete survey was conducted with an expected sample of 300 respondents. The 300 paper based questionnaires were used by the researcher to collect the data. The researcher has completely adhered to the ethical guidelines mentioned in the ethical considerations in research. In the final survey, all respondents were given the questionnaire with an introduction letter of from the researcher which briefed them about the researcher's identity and the university under which the research was going on.Before they decided to be a part of this research study the researcher told them that the survey was anonymous and complete confidentiality would be taken care off.Respondents were also assured that they would have complete rights to withdraw fromthe survey at any point of time. The researcher took about 3 months' time to collect the data from 300 respondents.

3.8 Data Analysis

To analyze the collected data from respondents, the researcher has used various statistical tests which are explained below.

Descriptive Statistics: The purpose of the descriptive statistical analysis in this current research study is to describe the data we have. To make sense of our large data we have chosen graphical

descriptions and numerical descriptions. In terms of graphical description we have chosen pie charts and histograms. Pie charts are standard when the numbers of categories are small, as is the case in our research study. In pie charts the pie represents the entire population and slices represents the categories with the size of each slice being proportional to the relative frequency of the corresponding category. Histograms were used to describe numerical continuous variables with class intervals in our study. These tell us what will happen to a value that falls exactly on the boundary between the two class intervals. A numerical description of data can be explored using numerical summaries of descriptive statistics test such as mean, std. deviation, frequency, skewness and kurtosis.

Friedman test: The Friedman test is a non-parametric test which is used for testing the difference between several related samples. The Friedman test is a nonparametric alternative to a one-way within-subjects ANOVA that does not require that your DV be normally distributed within each group and does not require that you have sphericity. The Friedman test can tell us if there are any significant differences among the medians of two or more groups (Jamie Decoster, 2006). The null hypothesis for the Friedman test is that there are no differences between the variables. If the calculated probability is low (P is less than the selected significance level) the null-hypothesis is rejected and it can be concluded that at least 2 of the variables are significantly different from each other. In Friedman test a table is displayed showing which of the variables are significantly different from which other variables. In our research study the variables are from leadership styles and entrepreneurial orientation.

Wilcoxon Matched Pair Signed Ranks Test: The logic behind the use of the Wilcoxon test is; the data are ranked to produce two rank totals, one for each condition. If there is a systematic difference between the two conditions, thenmost of the high ranks will belong to one condition and most of the low ranks willbelong to the other one. As a result, the rank totals will be quite different and one of the rank totals will be quite small. On the other hand, if the two conditions are similar, then high and low ranks will be distributed fairly evenly between the two conditions and the ranks totals will be fairly similar and quite large (Lowry 2011). In the current research study we are dealing with transactional leadership (management by exception-active and contingent reward) and passive-avoidant leadership (management by exception- passive and laissez-faire) where the rank total of each condition was produced and tested.

MANOVA (Multivariate Analysis of Variance): The purpose of multivariate analysis of variance (MANOVA) is to determine whether multiple levels of independent variables on their own or in combination with one another have an effect on the dependent variables. In the current research study we have tested whether independent variables (Age, Gender, Experience, Qualification, and Designation) have an effect on dependent variables (Transformational Leadership, Transactional Leadership, Passive-avoidant Leadership, and Entrepreneurial Orientation). A MANOVA examines the degree of variance within the independent variables and determines whether it is smaller than the degree of variance between the independent variables. If the within subjects variance is smaller than the between subjects variance it means the independent variable has had a significant effect on the dependent variable.

Spearman Rank Order Correlation: Spearman rank correlation is used when we have two ranked variables, and we want to see whether the two variables covary; whether, as one variable increases, the other variable tends to increase or decrease. Thus it is a test for a rank order relationship between two quantitative variables when one or both variables is ordinal (rather than interval) and/or not normally distributed or when the sample size is small. In the current research study we have studied the correlation between leadership styles, entrepreneurial orientation and organizational performance (Jan Hauke, Tomasz Kossowski, 2011).

Structure Equation Modelling (SEM): SEM is generally used to answer a specific research question which involves the indirect or direct observation of one or more independent and dependent variables. The primary objective of SEM is to determine and test the validity of a proposed casual model. Therefore, SEM uses a confirmatory technique. Like other tests/models, we have a sample and we want to say something about the population which comprises the sample. We have a covariance matrix to serve as our dataset, which is based on the sample of collected measurements. The empirical question of SEM is therefore whether the proposed model produces a population covariance matrix that is consistent with the sample covariance matrix. Because one must specify an a priori model that will undergo validation testing. SEM can tell us whether our model is adequate or not. Parameters are estimated and compared with the sample covariance matrix. Goodness of fit statistics can be calculated which will tell us whether our model is appropriate or needs further revision. SEM can tell us if the amount of variance in the dependent variables (DVs) – both manifest and latent DVs – is accounted for by the IVs. It can also tell us the reliability of each measured variable. And,

SEM also allows us to examine mediation and moderation, which can include indirect effects. In the current research study the casual model has been studied between leadership styles and organizational performance, entrepreneurial orientation and organizational performance.

3.9 Measurement Instruments

Three instruments were used in this research, namely the MLQ (Multifactor Leadership Questionnaire), the Entrepreneurial Orientation and the Organizational Performance. These instruments are now discussed in detail below.

3.9.1 The MLQ

After an extensive review of the literature on leadership, it was argued that the FullRange Leadership Development Theory is an appropriate theoretical construct of leadership for this research. Following widespread research on the topic of transformational and transactional leadership, an appropriate instrument was identified. This instrument is called the MLQ. It was developed by Bass and Avolio (1997). The questionnaire contains 36 statements that identify and measure the key aspects of leadership behavior and each statement in the questionnaire relates to a transactional, a transformational or a passive-avoidant leadership style. The respondent is required to judge how frequently the behavior described in the statement is exhibited. The MLQ uses a scale of 0 to 4, with 0 indicating a "not at all" rating of the behavior described in the statement. The other end of the scale, 4, indicates a "frequently if not always" rating of the behavior described in the statement. The leaders (in the current research study they are owners/managers of SME's) complete a questionnaire describing their own leadershipstyle.

This study attempted to obtain a holistic view of each leader's leadership style. Theleader respondents were asked to complete the MLQ leader version by scoring each individual question on a scale from 0 to 4. The MLQ questions for the leaders are provided in Appendix D.

Reliability and Validity of the MLQ

Reliability and validity are two of the most important aspects to be considered while formulating the instrument. Reliability and validity are the statistical criteria used to assess whether the research provides a good measure. Reliability for leadership style was tested using Cronbach's alpha, it is widely used to study whether items of a construct get along with each other well or not. A Cronbach's value of more than 0.7 indicatessufficient internal consistency among items of a construct.

The reliability of the three main leadership styles, namely transformational, transactional and passive-avoidant leadership, were determined using Cronbach's alpha reliability coefficients. Results yielded the following scores: 0.810(items=20), 0.721(items=8) and 0.782(items=5) respectively. The results indicated that the MLQ was reliable and viable for use.

To assess the validity of MLQ, construct validity was chosen, where construct validity tells us the extent to which a set of measured items actually reflect the theoretical latent construct they are designed to measure. Further the construct validity is measured using two types which are mentioned below:

Convergent Validity:

Factor Loadings: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant with loading values above 0.5 indicate convergent validity.

Average Variance Extracted: Average variance extracted is another important indicator of construct validity. As a rule of thumb AVE of 0.5 or higher suggest adequate convergence.

Composite Reliability: Composite Reliability (alpha) is one of the most widely used measures of internal consistency in structural equation modelling. If items correlate well they are said to be measuring the same construct. Alpha value above 0.6 indicates adequate reliability for a construct.

Discriminant Validity:

Construct model should be unrelated. Discriminant validity assesses the extent to which a construct is truly distinct from the other constructs in the model. High discrimination validity provides evidence that a construct is unique and different from the rest and have phenomenon that other measures do not. Discriminant validity exists if the average variance extracted is greater than r2 between two constructs. Put in a different way, the square root of AVE should be larger than the correlations between the constructs.

In the current study any items showing a poor factor loading of way below 0.5 thresholds have been removed, thus only factors which are above 0.5 or close to threshold have been considered. The Composite reliability of transformational (0.795), transactional (0.752) and passive-avoidant (0.926) leadership are above 0.6. The average variance extracted is moderate in all cases. The discriminant validity is showing good discrimination among the different constructs.

3.9.2 The Entrepreneurial Orientation

The definition of Entrepreneurial Orientation was adapted from (Coven & Slevin, Lumpkin & Dess, Amie Kusumawardhani and Christian William Callaghan). The adaptability of the instrument made the instrument ideal for the purpose of this research. The Entrepreneurial Orientation is an important characteristic of any entrepreneur when functioning in a dynamic business environment. The Entrepreneurial Orientation was used to determine the business orientation of the owners/managers within SME's. The questionnaire contains 23 statements that identify and measure the key factors of entrepreneurial Orientation. The questionnaire covers factors such as autonomy, innovativeness, risk-taking, Proactiveness, and competitive aggression. The Entrepreneurial Orientation instrument uses a five-point Likert scale to measure current entrepreneurial orientation. The scale consists of 1 to 5, with 1 indicating a "Completely Disagreed" rating of the orientation described in the statement. The other end of the scale, 5, indicates a "Completely Agreed" rating of the orientation described in the statement. The leaders (in current research study owners/managers of SME's) completed a questionnaire describing their own entrepreneurial orientation.

This study attempted to obtain a holistic view of each owner/manager's entrepreneurial orientation. The respondents were asked to complete the questionnaire by scoring each individual question on a scale from 1 to 5. The entrepreneurial orientation questions for the owner/managers of SMEs are provided in Appendix E.

Reliability and Validity of the Entrepreneurial Orientation

The reliability of the Entrepreneurial Orientation instrument was measured using Cronbach's alpha. This is widely used to study whether the items of a construct get along with each other well or not. Thus Cronbach's alpha reliability coefficient test of reliability was employed to test the reliability of the Entrepreneurial Orientation instrument. Results yielded the following score of 0.853(items=23). The result indicated that the entrepreneurial orientation instrument was reliable and viable for use.

Convergent Validity:

Factor Loadings: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant with loading values above 0.5 indicate convergent validity.

Average Variance Extracted: Average variance extracted is another important indicator of construct validity. As a rule of thumb AVE of 0.5 orhigher suggest adequate convergence.

Composite Reliability: Composite Reliability (alpha) is one of the most widely used measures of internal consistency in structural equation modelling. If items correlate well they are said to be measuring the same construct. Alpha value above 0.6 indicates adequate reliability for a construct.

Discriminant Validity:

Construct model should be unrelated. Discriminant validity assesses the extent to which a construct is truly distinct from the other constructs in the model. High discrimination validity provides evidence that a construct is unique and different from the rest and have phenomenon that other measures do not. Discriminant validity exists if the average variance extracted is greater than r2 between two constructs. Put in a different way, the square root ofAVE should be larger than the correlations between the constructs.

In the current study any items showing a poor factor loading of way below 0.5 thresholds have been removed, thus considering only factors which are above 0.5 or close tothreshold have been considered.

3.9.3 The Organizational Performance

The third instrument, organizational performance, was designed and adapted from Zulkiffli, S & Perera, N (2011). This organizational performance instrument was used to measure different organizational performance factors such as process performance, supplier relationship performance, people performance and customer relationship performance. The organizational performance instrument uses a five-point Likert scale to measure organizational performance.

The scale consists of 1 to 5, with 1 indicating a "Completely Disagreed" rating of the performance described in the statement. The other end of the scale, 5, indicates a "Completely Agreed" rating of the performance described in the statement

This study attempted to obtain a holistic view of organizational performance. The respondents were asked to complete the questionnaire by scoring each individual question on a scale from 1 to 5.

Reliability and Validity of the Organizational Performance

The reliability of the organizational performance was measured using Cronbach's alpha which is widely used to study whether the items of a construct get along with each other well or not. Thus Cronbach's alpha reliability coefficient test of reliability was employed to test the reliability of

the organizational performance. Results yielded the following score of 0.792(items=18). The result indicated that the organizational performance instrument was reliable and viable for use.

To assess the validity of organizational performance, construct validity has been chosen, where construct validity tells us the extent to which a set of measured items actually reflect the theoretical latent construct they are designed to measure. Further the construct validity is measured using two types which are mentioned below:

Convergent Validity:

Factor Loadings: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant with loading values above 0.5 indicate convergent validity.

Average Variance Extracted: Average variance extracted is another important indicator of construct validity. As a rule of thumb AVE of 0.5 orhigher suggest adequate convergence.

Composite Reliability: Composite Reliability (alpha) is one of the most widely used measures of internal consistency in structural equation modelling. If items correlate well they are said to be measuring the same construct. Alpha value above 0.6 indicates adequate reliability for a construct.

Discriminant Validity:

Construct model should be unrelated. Discriminant validity assesses the extent to which a construct is truly distinct from the other constructs in the model. High discrimination validity provides evidence that a construct is unique and different from the rest and have phenomenon that other measures do not. Discriminant validity exists if the average variance extracted is greater than r2 between two constructs. Put in a different way, the square root ofAVE should be larger than the correlations between the constructs.

In the current study any items showing a poor factor loading of way below 0.5 thresholds have been removed, thus only factors which are above 0.5 or close to threshold have beenconsidered. The Composite reliability of organizational performance factors, namely process performance, supplier relationship performance, and people performance, are above 0.6, with the exception of customer relationship performance, which is marginally missed the threshold. The average variance extracted is moderate in all cases. The discriminant validity shows good discrimination among the different constructs.

3.10 Research Questions and Hypothesis

The quantitative research questions that will guide the study and generate the hypothesisare as follows:

Research Question-1: Does gender influence Leadership Styles and Entrepreneurial orientation?

H1A: Gender does influence Leadership Styles and Entrepreneurial orientation.

Research Question-2: Does age influence Leadership Styles and Entrepreneurial orientation?

H1A: Age does influence Leadership Styles and Entrepreneurial orientation.

Research Question-3: Does experience influence Leadership Styles and Entrepreneurial orientation?

H1A: Experience does influence Leadership Styles and Entrepreneurial orientation.

Research Question-4: Does qualification influence Leadership Styles and Entrepreneurial orientation?

H1A: Qualifications does influence Leadership Styles and Entrepreneurial orientation.

Research Question-5: Does designation influence Leadership Styles and Entrepreneurial orientation?

H1A: Designation does influence Leadership Styles and Entrepreneurial orientation.

Research Question-6: Whether there is a difference in the extent of transformational leadership style components practiced among respondents of SME's?

H1A: There is a significant difference in the extent of transformational leadership components practiced among respondents of SME's

Research Question-7: Whether there is a difference in the frequency of the transactional leadership style component (Management by Exception-Active, Contingent Reward) practiced among owners/managers of SMEs?

H1A: There is a significant difference in the frequency of the transactional leadership style component (Management by Exception-Active, Contingent Reward) practiced among owners/managers of SMEs**.**

Research Question-8: Whether there is a difference in the frequency of the passive- avoidant leadership style component (Management by Exception-Passive, Laissez-faire) practiced among owners/managers of SMEs?

H1A: There is a significant difference in the frequency of the Passive-avoidant leadership style (Management by Exception-Passive, Laissez-Faire) practiced among owners/managers of SMEs**.**

Research Question-9: Whether there is a difference in the frequency of entrepreneurial orientation components practiced among respondents of SME's?

H1A: There is a significant difference in the extent of entrepreneurial orientation components practiced among respondents of SME's.

Research Question-10: Whether Leadership Styles and Entrepreneurial Orientation are co-related?

H1A: There is a significant relationship between leadership styles and entrepreneurial orientation**.**

Research Question-11: Whether Transformational Leadership Style and Organizational Performance are co-related?

H1A: There is a significant relationship between transformational leadership style and organizational performance**.**

Research Question-12: Whether Transactional Leadership Style and Organizational Performance are co-related?

H1A: There is a significant relationship between transactional leadership style and organizational performance**.**

Research Question-13: Whether Passive-Avoidant Leadership Style and Organizational Performance are co-related?

H1A: There is a significant relationship between passive-avoidant leadership style and organizational performance**.**

Research Question-14: Whether Entrepreneurial Orientation and Organizational Performance are co-related?

H1A: There is a significant relationship between Entrepreneurial Orientation and organizational performance**.**

Research Question-15: Whether transformational leadership impact organizational performance?

H1A: Transformational leadership is a positive predictor of organizational performance.

Research Question-16: Whether transactional leadership impact organizationalperformance?

H1A: Transactional leadership is a positive predictor of organizational performance.

Research Question-17: Whether passive-avoidant leadership impact organizational performance?

H1A: Passive-avoidant leadership is a negative predictor of organizational performance.

Research Question-18: Whether entrepreneurial orientation impact organizational performance?

H1A: Entrepreneurial orientation is a positive predictor of organizational performance.

CHAPTER IV

DATA ANALYSIS AND RESULTS

4.1 Demographics

4.1.1 Age Demographics

Purpose:

Respondents were asked to share their age so we can identify which age group makes maximum samples.

Scale (ordinal):

The age is classified into five groups, which are mentioned below:

- Less than 30 years
- 30-40 years
- 40-50 years
- 50-60 years
- 60+ years

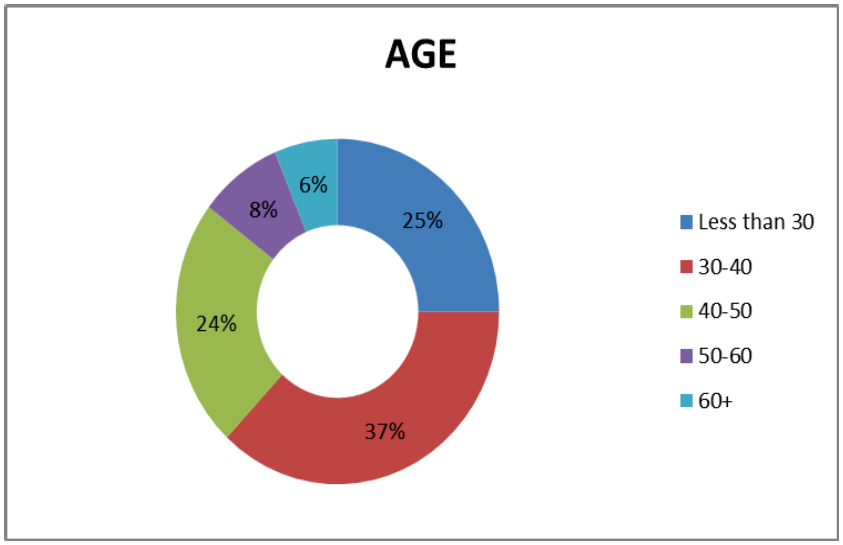


Figure 4.1: "Classification of Age Groups"

Source: Author

The above pie chart shows that age has been classified into groups and most of the samples are from the 30-40yr age group which comprises of 37% of total samples. This is followed by <30yr age group which comprises 25%, then the 40-50yr age group which comprises 23.33%, the 50-60yr age group which comprises 8.33% and last the 60+yr age group which is the lowest in group with 6.33% of total samples.

4.1.2 Qualification Demographics

Purpose:

Respondents were asked to share their qualifications so we can identify which qualification will constitute more in samples.

Scale (ordinal):

The qualification is classified into three groups, which are mentionedbelow:

- Graduate
- Post Graduate
- Under Graduate

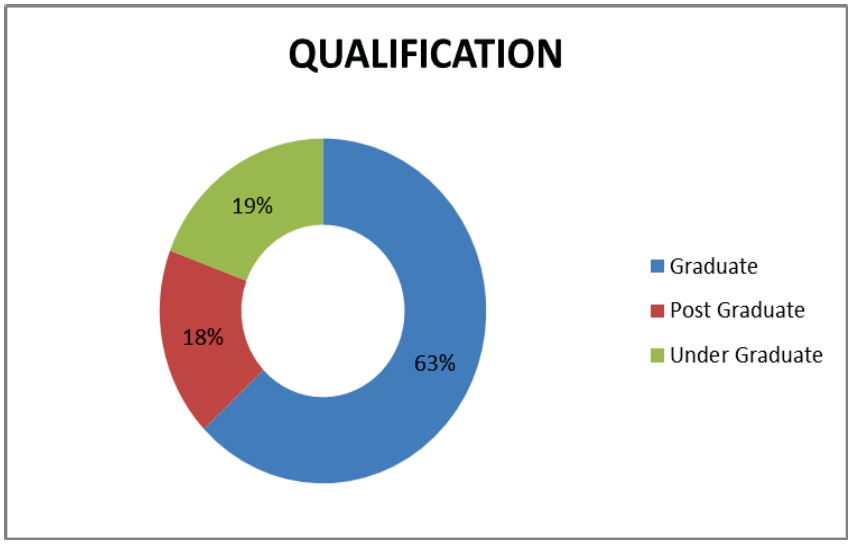


Figure 4.2: "Classification of Educational Qualifications of owners/managers"

Source: Author

The above pie chart shows that qualifications have been classified into groups and most of the samples are from the graduate group which comprises of 63% of total samples.This is followed by the undergraduate group which comprises 19.3%, and last is the post graduate group which is the lowest in group with 17.7% of total samples.

4.1.3 Gender Demographics

Purpose:

Respondents were asked to share their gender so we can group together the same gender and identify which gender is more in samples.

Scale (nominal):

The gender is classified into two groups, which are mentioned below:

- Female
- Male

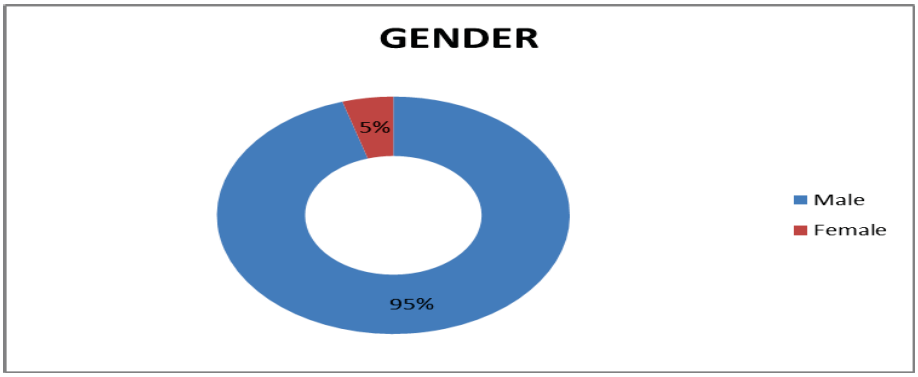


Figure4.3: "Classification of Genders (Male and Female)"

Source: Author

The above pie chart shows that gender has been classified into groups and most of the samples are from the male group which comprises 95.33% of the total samples followed by the female group which comprises 4.66% of total samples.

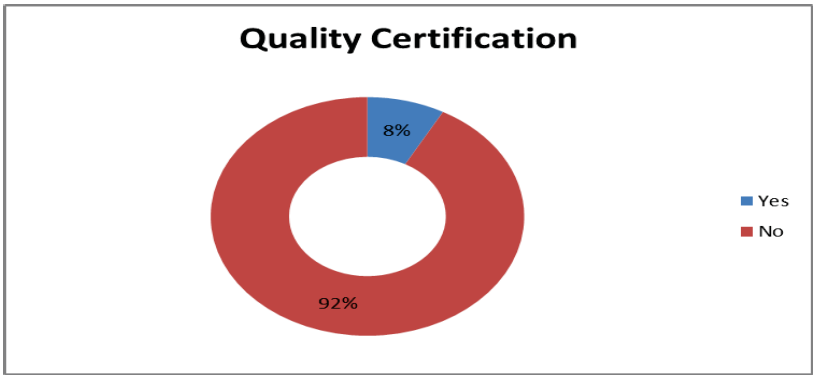
4.1.4 Quality Certification Demographics

Purpose: Respondents were asked to share information about their quality so we can group together and identify the number of organizations which have quality certifications.

Scale (nominal): The quality certification response was classified into two groups, which are mentioned below:

- Yes (Have quality certification)
- No (Don't have quality certification)

Figure 4.4: "Classification of Quality Certification"



Source: Author

The above pie chart shows that quality certifications have been classified into groups and most of the samples are from the “no quality certification” group which comprises 92%of total samples, followed by “having quality certification” group which comprises 8% oftotal samples.

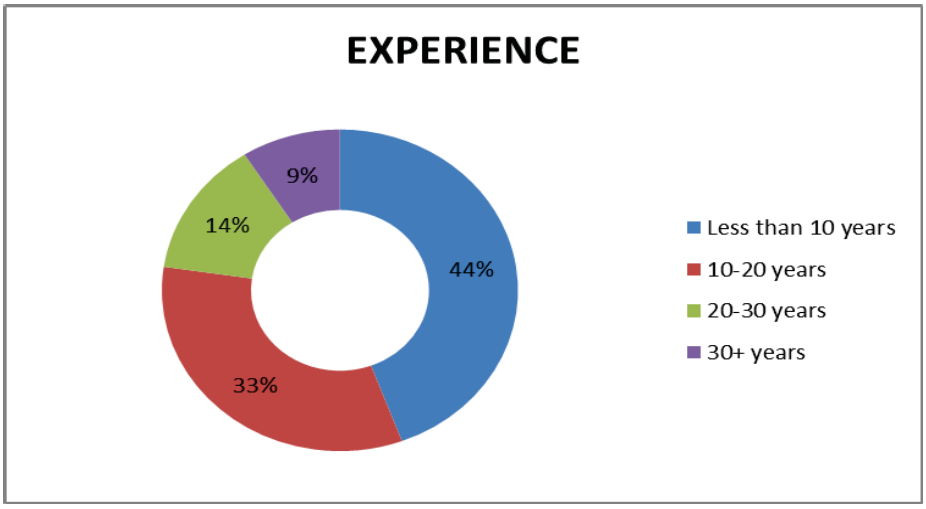
4.1.5 Experience Demographics

Purpose: Respondents were asked to share their number of years of experience so we can identify which experience group will constitute more samples.

Scale (ordinal): The experience response is classified into four groups, which are mentioned below:

- Less than 10 years
- 10-20 years
- 20-30 years
- 30+ years

Figure 4.5: “Classification of Experience Groups”



Source: Author

The above pie chart shows that experience has been classified into groups and most of the samples are from >10 years’ experience group which comprises of 44.33% of total samples. This is followed by the 10-20 yrs.’ experience group which comprises 33%, then the 20-30 yrs. experience group which comprises 13.66%, and last the <30 yrs. experience age group which was the lowest in group with 9% of total samples.

4.1.6 Designation Demographics

Purpose:

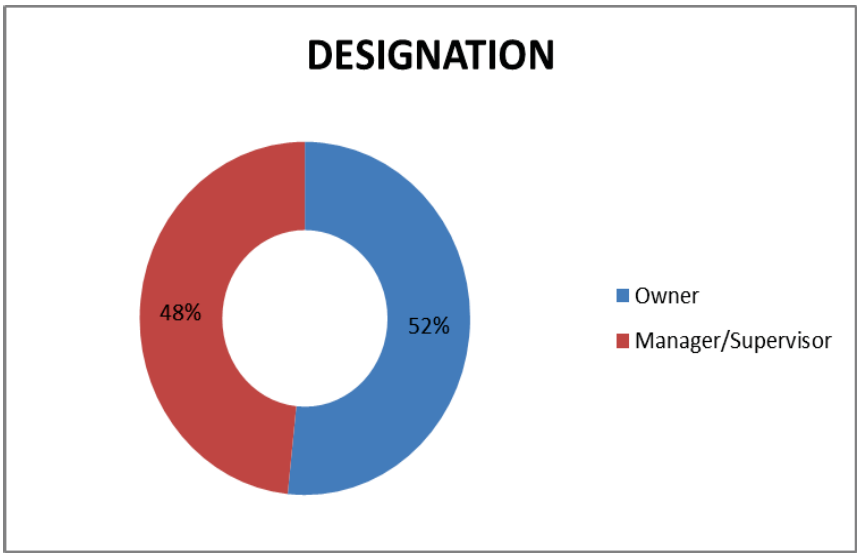
Respondents were asked to share their designation so we can identify the number of owners and managers in samples.

Scale (nominal):

The designation response is classified into two groups, which are mentioned below:

- Owner
- Manager/Supervisor

Figure 4.6: "Classification of owners/managers according to their designation"



Source: Author

The above pie chart shows that designation has been classified into groups and most of the samples are from the owner group which comprises 51.66% of total samples, followed by the manager/supervisor group which comprises 48.33% of total samples.

4.1.7 Leadership Styles

Purpose:

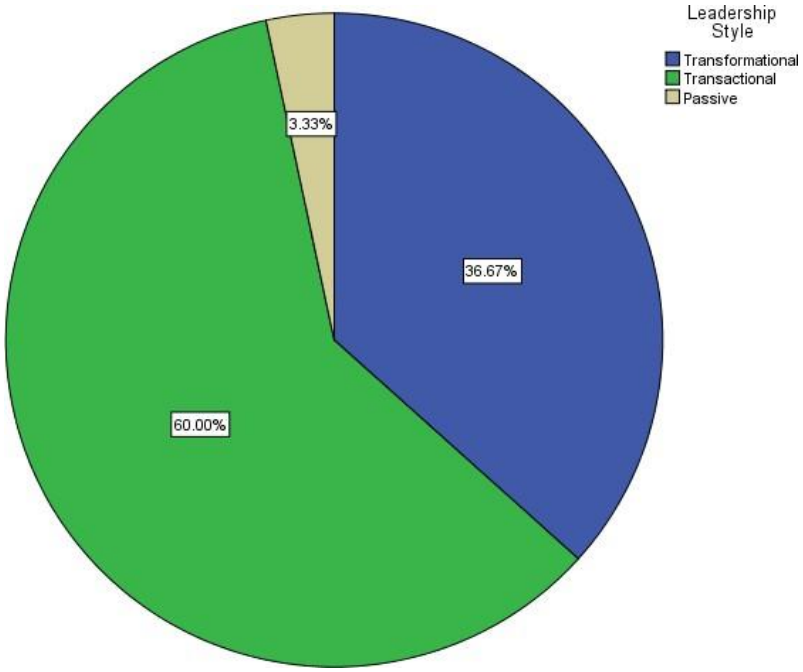
Respondents were assessed for their dominant leadership styles and so we can identify which leadership style group makes maximum samples.

Scale (Nominal):

The leadership style was classified into three groups, which are mentioned below:

- Transformational Leadership
- Transactional Leadership
- Passive-avoidant Leadership

Figure 4.7: "Classified percentage of Leadership styles of respondents"



Source: Author

The above pie chart shows that leadership styles have been classified into groups and most of the samples are from Transactional Leadership group which comprises of 60% of total samples. This is followed by Transformational Leadership group which comprises 36.67%, then the Passive-avoidant Leadership group which comprises 3.33% of total samples which is the lowest in groups.

4.2 Descriptive Statistics

4.2.1 Transformational Leadership

VARIABLE-1

Table 4.1"Descriptive Statistics for Idealized Attribute-1 variable"

IA1	
N	300
Mean	3.54
Std.Deviation	0.66
Skewness	-1.414
Kurtosis	1.804
1/3rd of Mean	1.18

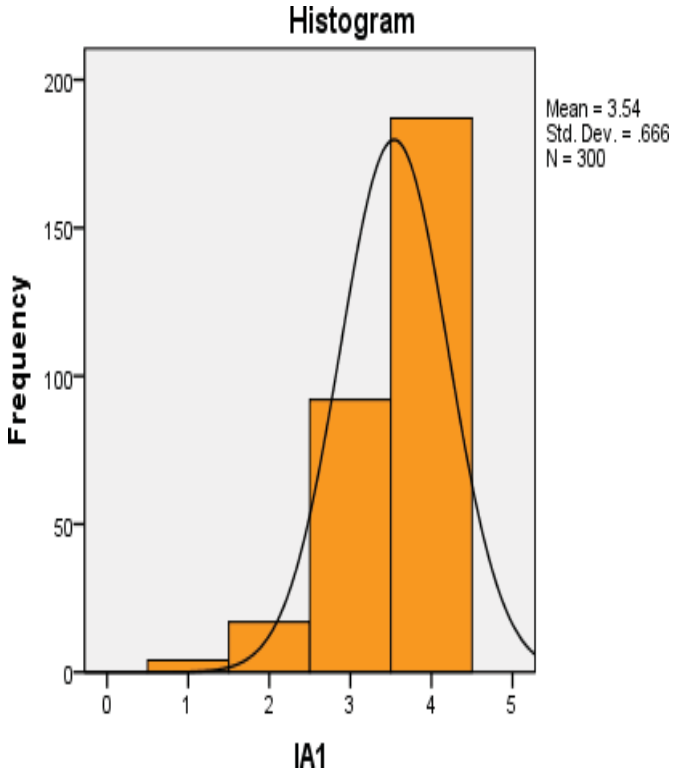
Source: Author

Table 4.2 "Frequency Distribution Table for Idealized Attribute-1 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Once in a while	4	1.3	1.3	1.3
Sometimes	17	5.7	5.7	7.0
Fairly Often	92	30.7	30.7	37.7
Frequently, if not always	187	62.3	62.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.8: "Histogram Showing Distribution of Idealized Attribute-1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable IA-1, where mean is 3.5 and Std. deviation is 0.66. Since Std. deviation is less than the one third ofthe mean, mean is a representative value.

Conclusion: We can conclude that the owner/managers are frequently engaged in instilling a sense of belonging and proud feeling in their followers.

VARIABLE-2

Table 4.3 "Descriptive Statistics for Idealized Attribute-2 variable"

IA2	
N	300
Mean	3.79
Std. Deviation	0.572
Skewness	-3.000
Kurtosis	8.988
$1/3^{rd}$ of Mean	1.26

Source: Author

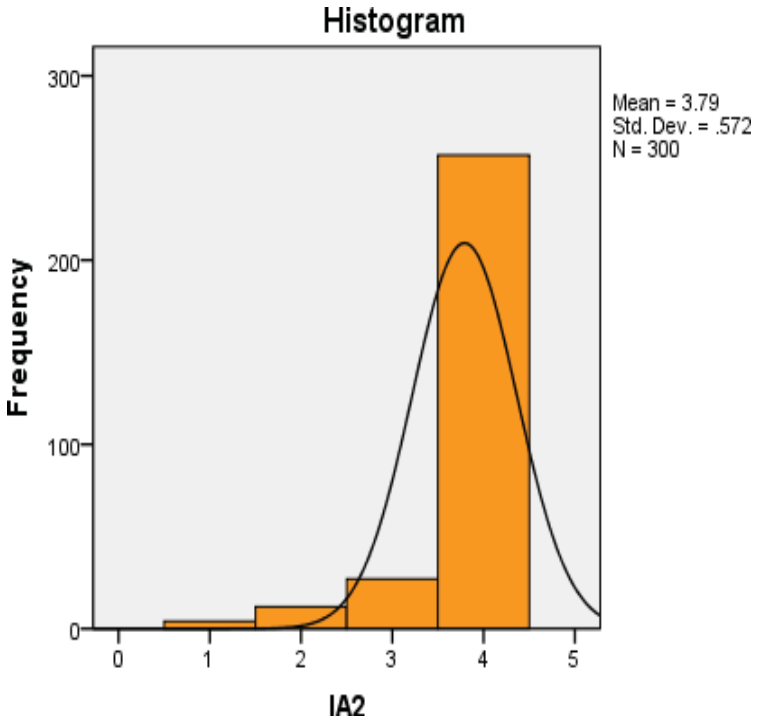
Table 4.4 "Frequency Distribution Table for Idealized Attribute-2 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Once in a while	4	1.3	1.3	1.3
Sometimes	12	4.0	4.0	5.3
Fairly Often	27	9.0	9.0	14.3
Frequently, if not always	257	85.7	85.7	100.0
Total	300	100.0	100.0	

Source: Author

The Below table & histogram provides descriptive statistics for the variable IA-2, where mean is 3.79 and Std. deviation is 0.572. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Figure 4.9: "Histogram Showing Distribution of Idealized Attribute-2 Variable



Source: Author

Conclusion:

We can conclude that the owner/managers frequently leave personal motives behind for the goodness of the group.

VARIABLE-3

Table 4.5 "Descriptive Statistics for Idealized Attribute-3 variable"

IA3	
N	300
Mean	3.26
Std. Deviation	0.673
Skewness	-1.220
Kurtosis	4.332
1/3rd of Mean	1.08

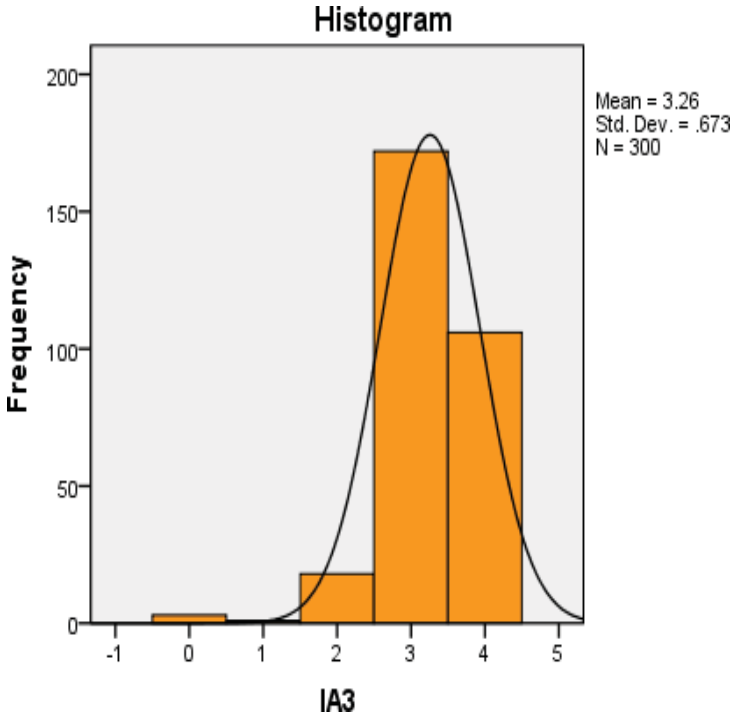
Source: Author

Table 4.6 "Frequency Distribution Table for Idealized Attribute-3 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	3	1.0	1.0	1.0
Once in a while	1	.3	.3	1.3
Sometimes	18	6.0	6.0	7.3
Fairly Often	172	57.3	57.3	64.7
Frequently, if not always	106	35.3	35.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.10: "Histogram Showing Distribution of Idealized Attribute-3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable IA-3, where mean is 3.26 and Std. deviation is 0.673. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that fairly often owner/managers take actions which help to build trust and respect for them.

VARIABLE-4

Table 4.7 "Descriptive Statistics for Idealized Attribute-4 variable"

IA4	
N	300
Mean	3.44
Std. Deviation	0.722
Skewness	-0.953
Kurtosis	-0.267
1/3rd of Mean	1.14

Source: Author

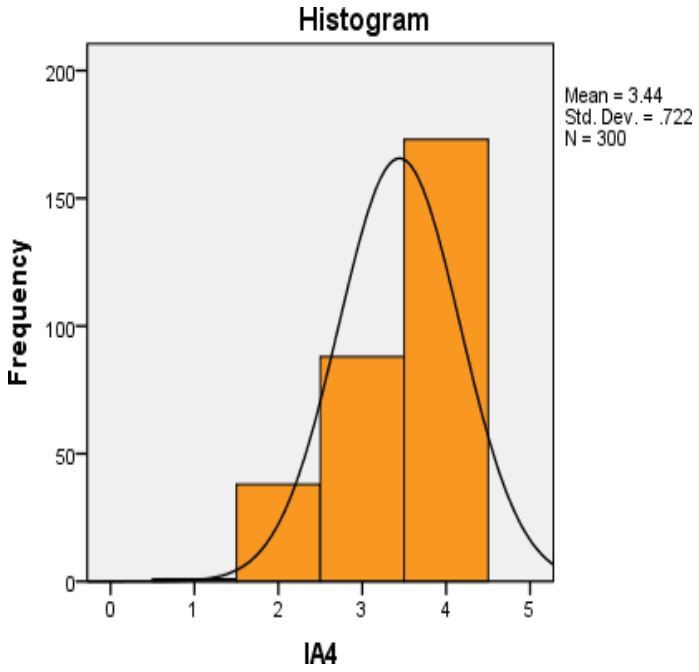
Table 4.8 "Frequency Distribution Table for Idealized Attribute-4 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Once in a while	1	.3	.3	.3
Sometimes	38	12.7	12.7	13.0
Fairly Often	88	29.3	29.3	42.3
Frequently, if not always	173	57.7	57.7	100.0
Total	300	100.0	100.0	

Source: Author

The below table & histogram provides descriptive statistics for the variable IA-4, where mean is 3.44 and Std. deviation is 0.722. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Figure 4.11:"Histogram Showing Distribution of Idealized Attribute-4 Variable"



Source: Author

Conclusion:

We can conclude that owner/managers frequently show confidence and power in their actions.

VARIABLE-5

Table 4.9 "Descriptive Statistics for Idealized Behavior-1 Variable"

IB1	
N	300
Mean	3.55
Std. Deviation	0.732
Skewness	-1.937

Kurtosis	4.775
1/3rd ofMean	1.18

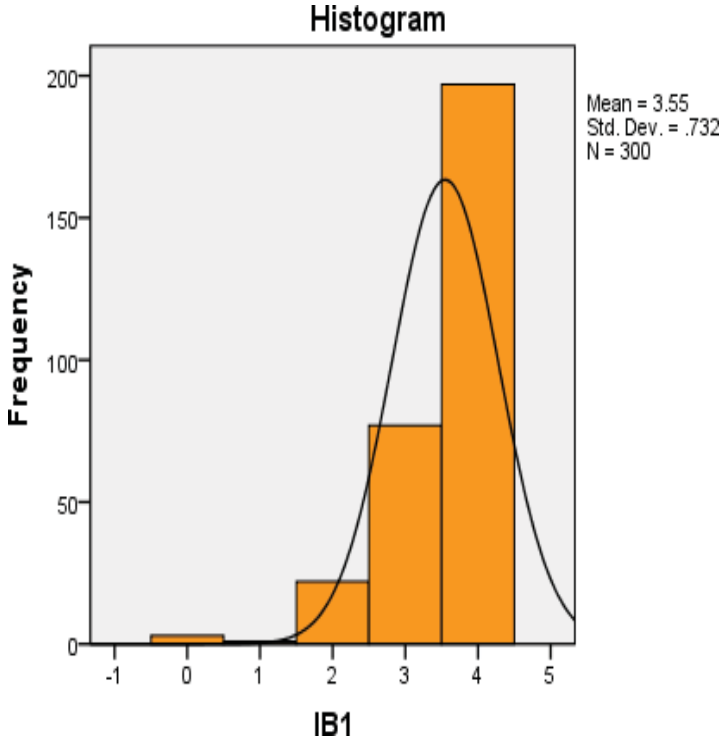
Source: Author

Table 4.10 "Frequency Distribution Table for Idealized Behavior -1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Not at All	3	1.0	1.0	1.0
Once in a while	1	.3	.3	1.3
Sometimes	22	7.3	7.3	8.7
Fairly Often	77	25.7	25.7	34.3
Frequently, if not always	197	65.7	65.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.12: "Histogram Showing Distribution of Idealized Behavior -1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable IB-1, where mean is 3.55 and Std. deviation is 0.732. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers frequently talk about their values and belief system.

VARIABLE-6

Table 4.11 "Descriptive Statistics for Idealized Behavior-2 Variable"

IB2	
N	300
Mean	3.60
Std. Deviation	0.675
Skewness	-1.408

Kurtosis	0.601
1/3rd of Mean	1.19

Source: Author

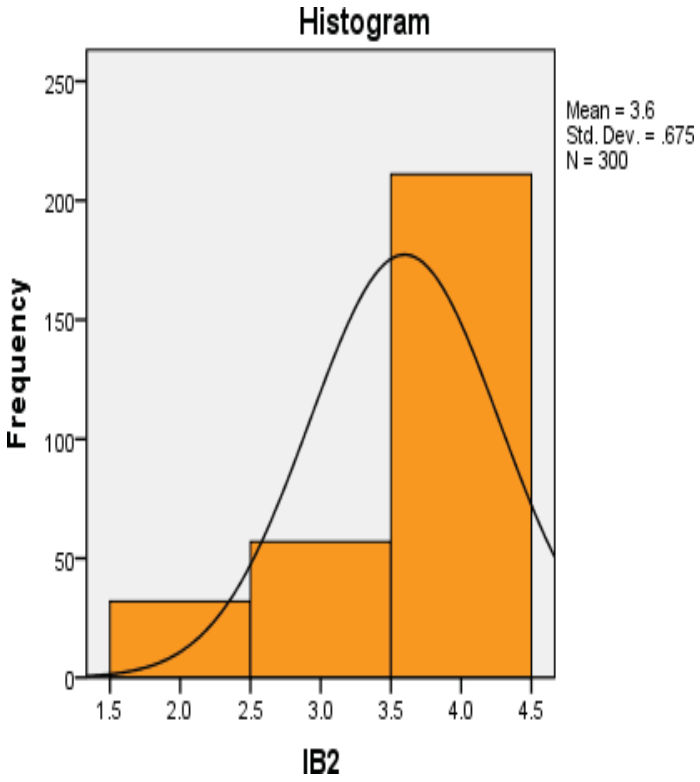
Table 4.12 "Frequency Distribution Table for Idealized Behavior -2 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Sometimes	32	10.7	10.7	10.7
Fairly Often	57	19.0	19.0	29.7
Frequently, if not always	211	70.3	70.3	100.0
Total	300	100.0	100.0	

Source: Author

The above table & histogram provides descriptive statistics for the variable IB-2, where mean is 3.60 and Std. deviation is 0.675. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Figure 4.13: "Histogram Showing Distribution of Idealized Behavior -2 Variable"



Source: Author

Conclusion: We can conclude that owner/managers frequently specify the importance of a strong sense of purpose to their followers.

VARIABLE-7

Table 4.13 "Descriptive Statistics for Idealized Behavior-3 Variable"

IB3	
N	300
Mean	3.70
Std. Deviation	0.635
Skewness	-2.259
Kurtosis	5.215
1/3rd of Mean	1.23

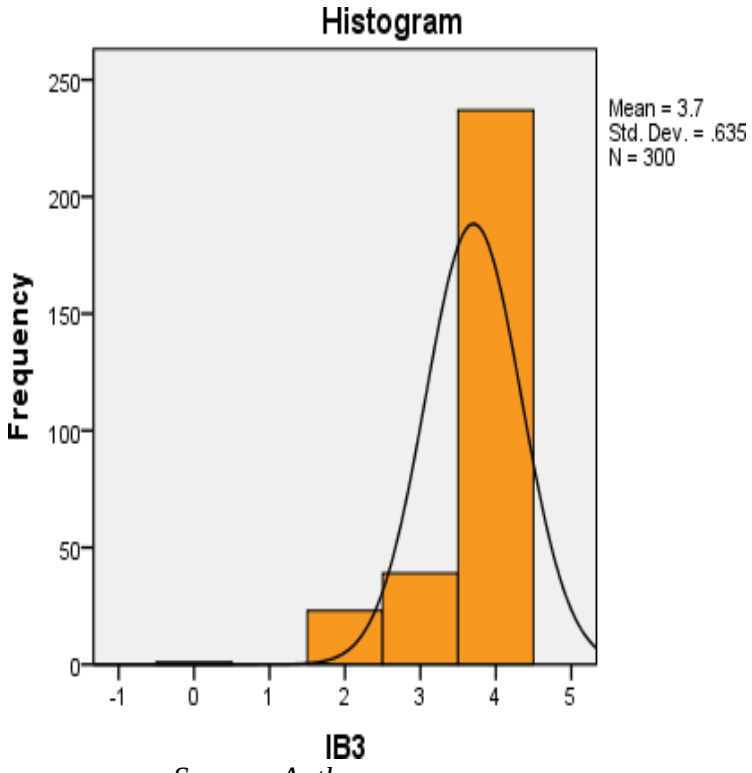
Source: Author

Table 4.14 "Frequency Distribution Table for Idealized Behavior -3 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	1	.3	.3	.3
Sometimes	23	7.7	7.7	8.0
Fairly Often	39	13.0	13.0	21.0
Frequently, if not always	237	79.0	79.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.14: "Histogram Showing Distribution of Idealized Behavior -3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable IB-3, where mean is 3.70 and Std. deviation is 0.635. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers frequently take responsibility for decisions taken by them and their consequences.

VARIABLE-8

Table 4.15 "Descriptive Statistics for Idealized Behavior-4 Variable"

IB4	
N	300
Mean	3.79
Std. Deviation	0.626
Skewness	-3.394
Kurtosis	17.905
1/3rd of Mean	1.26

Source: Author

Table 4.16 "Frequency Distribution Table for Idealized Behavior -4 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Not at All	4	1.3	1.3	1.3
Sometimes	10	3.3	3.3	4.7
Fairly Often	26	8.7	8.7	13.3
Frequently, if not always	260	86.7	86.7	100.0
Total	300	100.0	100.0	

Source: Author

The below table & histogram provides descriptive statistics for the variable IB-4, where mean is 3.79 and Std. deviation is 0.626. Since Std. deviation is less than the one third of the mean, mean is a representative value.

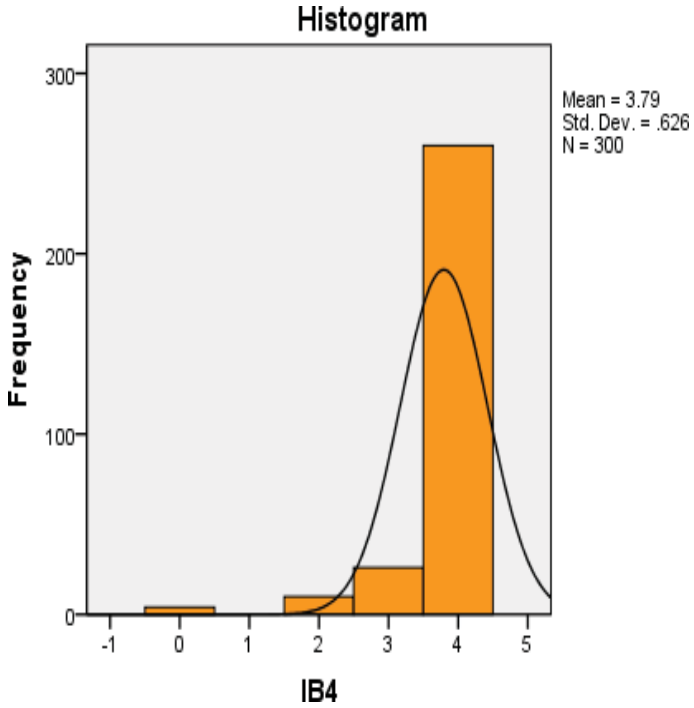


Figure 4.15: "Histogram Showing Distribution of Idealized Behavior -3 Variable"

Source: Author

Conclusion:

We can conclude that owner/managers frequently put stress on one mission for all.

4.2.2 Transactional Leadership

VARIABLE-1

Table 4.17 "Descriptive Statistics for Contingent Reward-1 Variable"

CR1	
N	300
Mean	3.60
Std. Deviation	0.622
Skewness	-1.571
Kurtosis	2.425
1/3rd of Mean	1.20

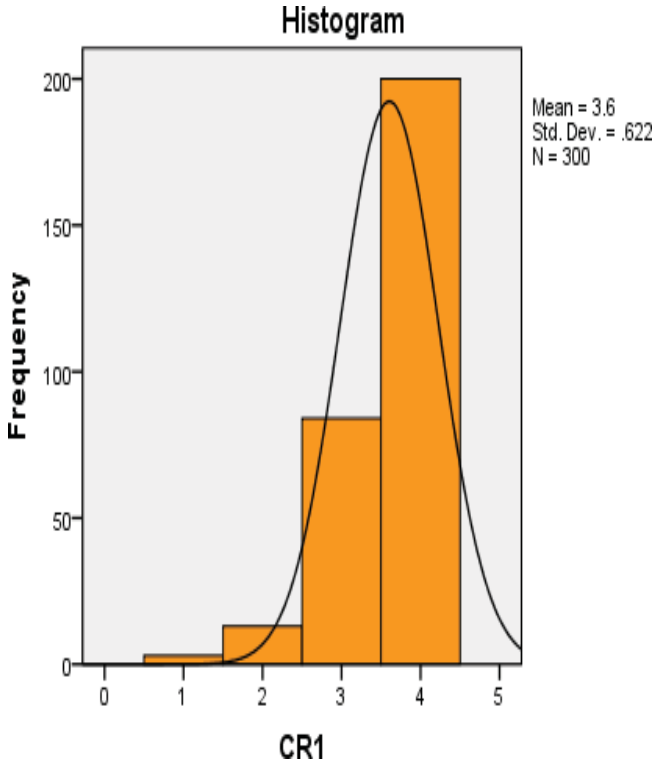
Source: Author

Table 4.18"Frequency Distribution Table for Contingent Reward-1 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Once in a while	3	1.0	1.0	1.0
Sometimes	13	4.3	4.3	5.3
Fairly Often	84	28.0	28.0	33.3
Frequently, if not always	200	66.7	66.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.16: "Histogram Showing Distribution of Contingent Reward-1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable CR-1, where mean is 3.60 and Std. deviation is 0.622. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers frequently help others who put in additional efforts.

VARIABLE-2

Table 4.19 "Descriptive Statistics for Contingent Reward-2 Variable"

CR2	
N	300
Mean	3.61
Std. Deviation	0.626
Skewness	-1.878
Kurtosis	4.854
1/3rd of Mean	1.20

Source: Author

Table 4.20 "Frequency Distribution Table for Contingent Reward-2 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Not at All	1	.3	.3	.3
Once in a while	2	.7	.7	1.0
Sometimes	11	3.7	3.7	4.7
Fairly Often	84	28.0	28.0	32.7
Frequently, if not always	202	67.3	67.3	100.0
Total	300	100.0	100.0	

Source: Author

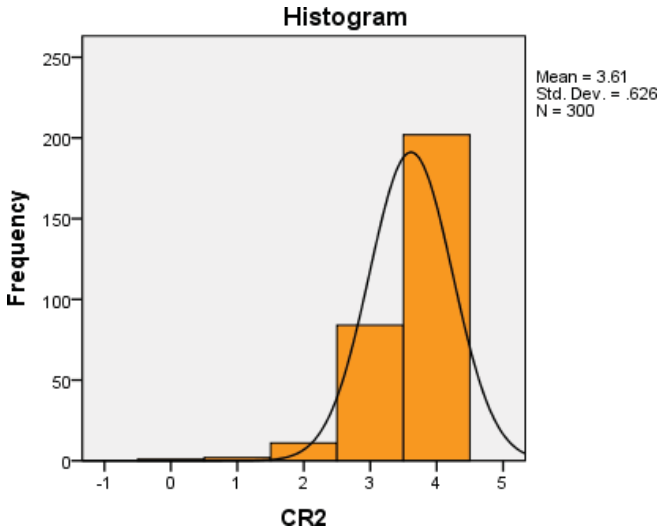


Figure 4.17: "Histogram Showing Distribution of Contingent Reward-2 Variable"

Source: Author

The above table & histogram provides descriptive statistics for the variable CR-2, where mean is 3.61 and Std. deviation is 0.626. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers frequently assign specific responsibilities to every individual to help them achieve the performance targets.

VARIABLE-3

Table 4.21 "Descriptive Statistics for Contingent Reward-3 Variable"

CR3	
N	300
Mean	3.74
Std. Deviation	0.552
Skewness	-2.430
Kurtosis	6.524
1/3rd of Mean	1.24

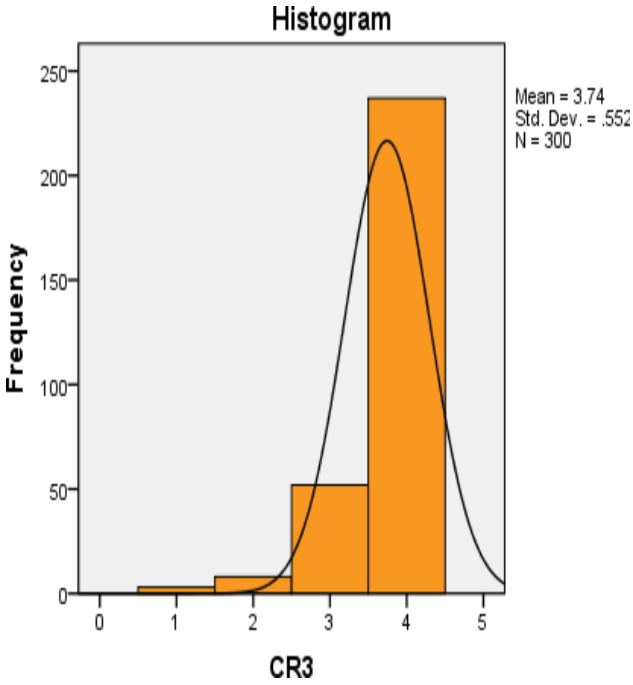
Source: Author

Table 4.22 "Frequency Distribution Table for Contingent Reward-3 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Once in a while	3	1.0	1.0	1.0
Sometimes	8	2.7	2.7	3.7
Fairly Often	52	17.3	17.3	21.0
Frequently, if not always	237	79.0	79.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.18: "Histogram Showing Distribution of Contingent Reward-3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable CR-3, where mean is 3.74 and Std. deviation is 0.552. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers frequently make clear statements about what the individual will get if the goals or targets are achieved.

VARIABLE-4

Table 4.23 "Descriptive Statistics for Contingent Reward-4 Variable"

CR4	
N	300
Mean	3.85
Std. Deviation	0.441
Skewness	-3.280
Kurtosis	11.599
1/3rd of Mean	1.28

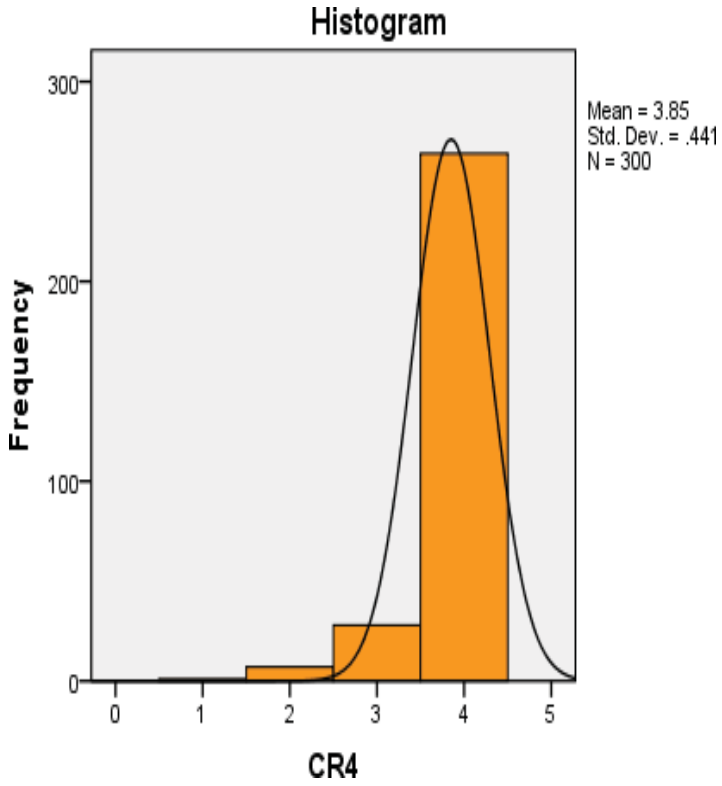
Source: Author

Table 4.24 "Frequency Distribution Table for Contingent Reward-4 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Once in a while	1	.3	.3	.3
Sometimes	7	2.3	2.3	2.7
Fairly Often	28	9.3	9.3	12.0
Frequently, if not always	264	88.0	88.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.19: "Histogram Showing Distribution of Contingent Reward-4 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable CR-4, where mean is 3.85 and Std. deviation is 0.441. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers frequently show satisfaction if others met their expectations.

4.2.3 PASSIVE-AVOIDANT LEADERSHIP

VARIABLE-1

Table 4.25 "Descriptive Statistics for Management by Exception Passive -1 Variable"

MBEP-1	
N	300
Mean	0.17
Std. Deviation	0.690
Skewness	4.438

Kurtosis	19.372
1/3rd of Mean	0.05

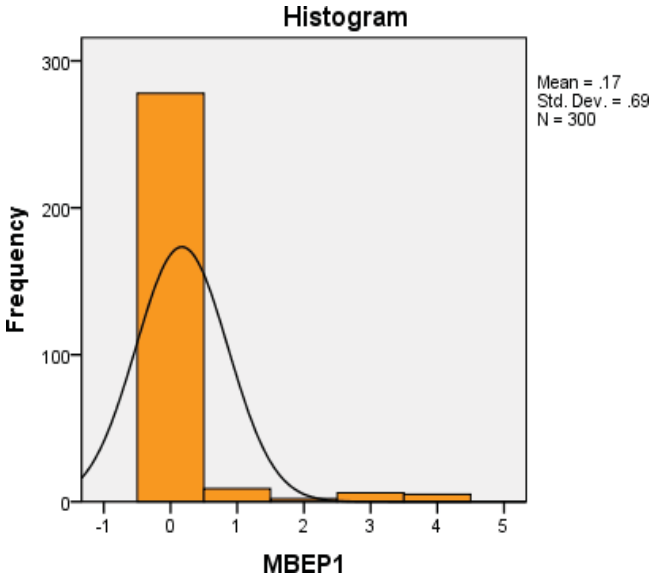
Source: Author

Table 4.26 "Frequency Distribution Table for Management by Exception Passive -1 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	278	92.7	92.7	92.7
Once in a while	9	3.0	3.0	95.7
Sometimes	2	.7	.7	96.3
Fairly Often	6	2.0	2.0	98.3
Frequently, if not always	5	1.7	1.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.20:"Histogram Showing Distribution for Management by E. Passive -1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable MBEP-1, where mean is 0.17 and Std. deviation is 0.690.

Conclusion: Since std. deviation is more than 1/3rd of the mean, mean is not a representative value; hence interpretation is drawn from frequency distribution table. From the frequency distribution table it is seen that approximately 95% of the owner/managers fail to interfere till the problem becomes serious.

VARIABLE-2

Table 4.27"Descriptive Statistics for Management by Exception Passive -2 Variable"

MBEP-2	
N	300
Mean	0.16
Std. Deviation	0.723
Skewness	4.611
Kurtosis	20.196
1/3rd of Mean	0.05

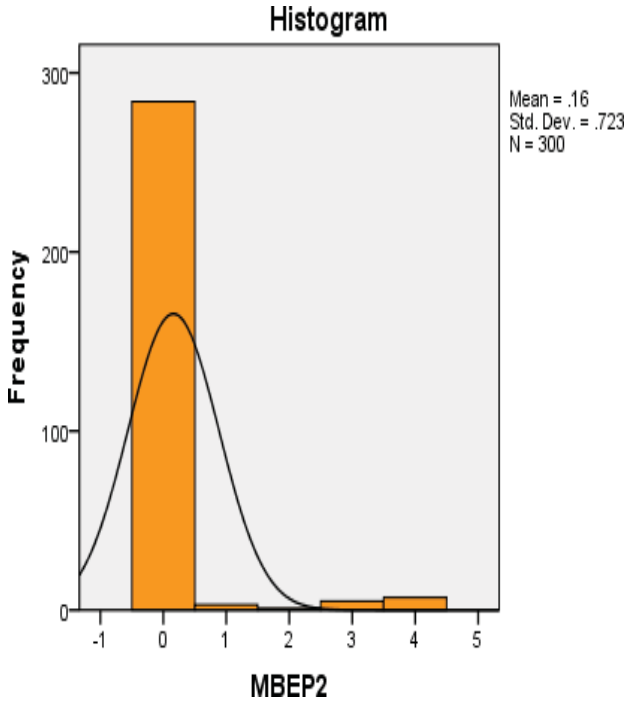
Source: Author

Table 4.28 "Frequency Distribution Table for Management by Exception Passive -1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Not at All	284	94.7	94.7	94.7
Once in a while	3	1.0	1.0	95.7
Sometimes	1	.3	.3	96.0
Fairly Often	5	1.7	1.7	97.7
Frequently, if not always	7	2.3	2.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.21:"Histogram Showing Distribution for Management by Exception Passive -2 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable MBEP-2, where mean is 0.16 and Std. deviation is 0.723.

Conclusion: Since std. deviation is more than 1/3rd of the mean, mean is not a representative value; hence interpretation is drawn from frequency distribution table. From the frequency distribution table it is seen that approximately 95% of the owner/managers wait and watch for things to go wrong before taking any actions.

VARIABLE-3

Table 4.29 "Descriptive Statistics for Management by Exception Passive -3 Variable"

MBEP-3	
N	300
Mean	0.23

Std. Deviation	0.895
Skewness	3.718
Kurtosis	12.272
1/3rd of Mean	0.07

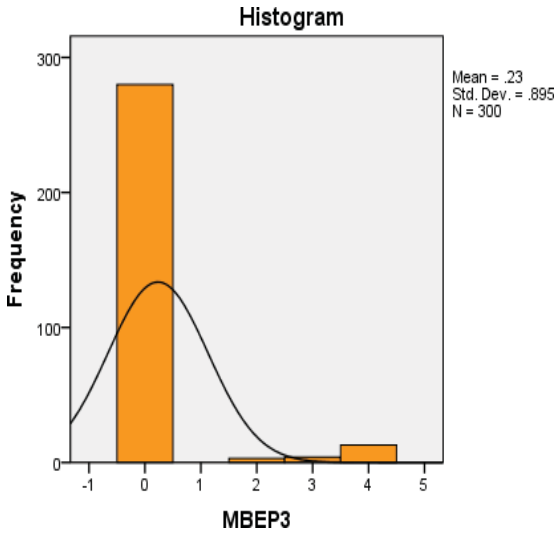
Source: Author

Table 4.30 "Frequency Distribution Table for Management by Exception Passive -3 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	280	93.3	93.3	93.3
Sometimes	3	1.0	1.0	94.3
Fairly Often	4	1.3	1.3	95.7
Frequently, if not always	13	4.3	4.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.22: "Histogram Showing Distribution for Management by Exception Passive -3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable MBEP-3, where mean is 0.23 and Std. deviation is 0.895.

Conclusion: Since std. deviation is more than 1/3rd of the mean, mean is not a representative value; hence interpretation is drawn from frequency distribution table. From the frequency distribution table it is seen that approximately 94% of the owner/managers believe that if things are right don't try to make it better.

VARIABLE-4

Table 4.31 "Descriptive Statistics for Management by Exception Passive -4 Variable"

MBEP-4	
N	300
Mean	2.97
Std. Deviation	1.467
Skewness	-1.200
Kurtosis	-0.112
1/3rd of Mean	0.99

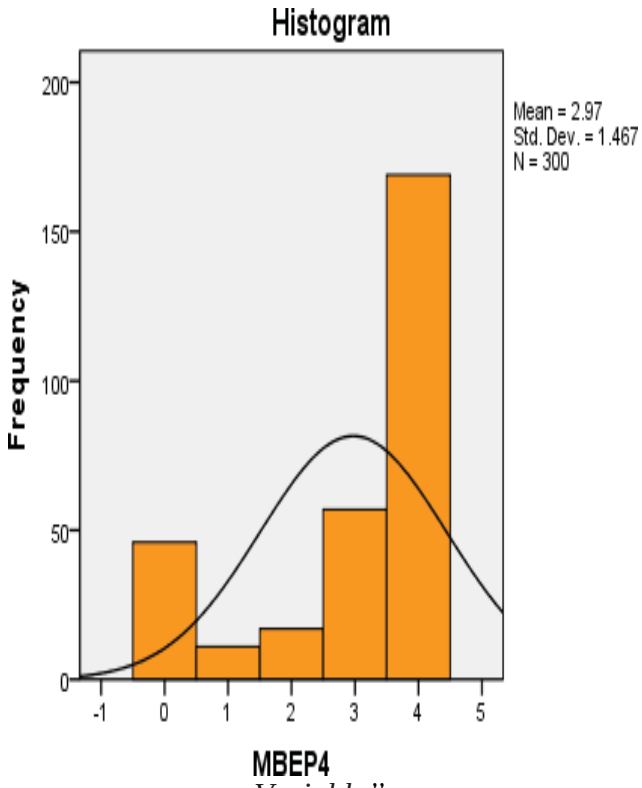
Source: Author

Table 4.32 "Frequency Distribution Table for Management by Exception Passive -4 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Not at All	46	15.3	15.3	15.3
Once in a while	11	3.7	3.7	19.0
Sometimes	17	5.7	5.7	24.7
Fairly Often	57	19.0	19.0	43.7
Frequently, if not always	169	56.3	56.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.23: "Histogram Showing Distribution for Management by Exception Passive -4



Variable"

Source: Author

The above table & histogram provides descriptive statistics for the variable MBEP-4, where mean is 2.97 and Std. deviation is 1.467.

Conclusion: Since std. deviation is more than 1/3rd of the mean, mean is not a representative value; hence interpretation is drawn from frequency distribution table. From the frequency distribution table it is seen that approximately 75% of the owner/managers show an attitude that the problem must become severe before they take actions.

VARIABLE-5

Table 4.33 "Descriptive Statistics for Laisse-Faire-1 Variable"

	LF1
N	300

Mean	3.855
Std. Deviation	0.444
Skewness	-2.993
Kurtosis	8.365
1/3rd of Mean	1.28

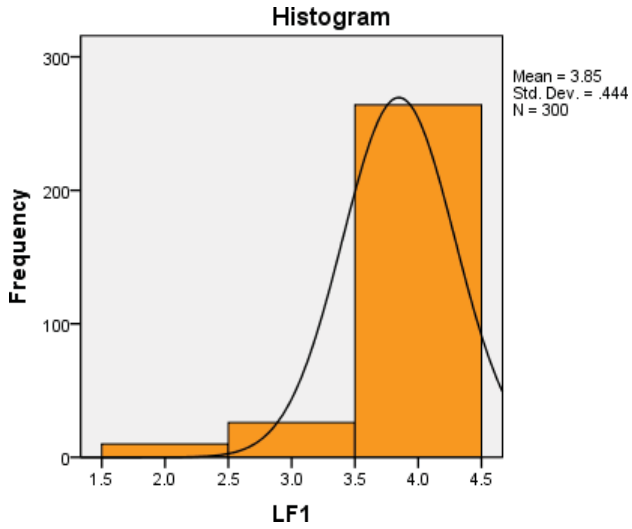
Source: Author

Table 4.34 "Frequency Distribution Table for Laissez-Faire-1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Sometimes	10	3.3	3.3	3.3
Fairly Often	26	8.7	8.7	12.0
Frequently, if not always	264	88.0	88.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.24: "Histogram Showing Distribution for Laissez-Faire-1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable LF-1, where mean is 3.855 and Std. deviation is 0.444. Since Std. deviation is less than the one thirdof the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers frequently avoid getting involved ina situation when an important issue arises.

VARIABLE-6

Table 4.35 "Descriptive Statistics for Laisse-Faire-2 Variable"

LF2	
N	300
Mean	2.87
Std. Deviation	1.258
Skewness	-1.159
Kurtosis	0.323
1/3rd of Mean	0.95

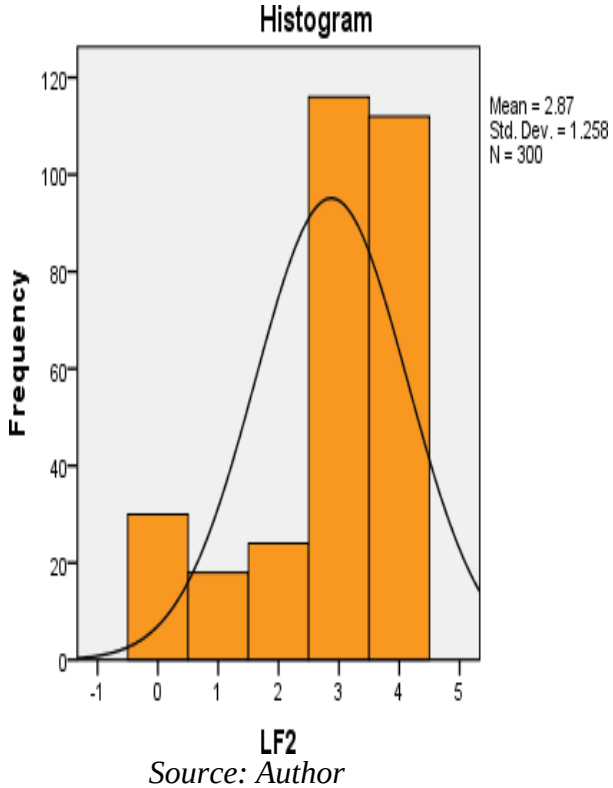
Source: Author

Table 4.36 "Frequency Distribution Table for Laissez-Faire-2 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Not at All	30	10.0	10.0	10.0
Once in a while	18	6.0	6.0	16.0
Sometimes	24	8.0	8.0	24.0
Fairly Often	116	38.7	38.7	62.7
Frequently, if not always	112	37.3	37.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.25:"Histogram Showing Distribution for Laissez-Faire-2 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable LF-2, where mean is 2.87 and Std. deviation is 1.258.

Conclusion: Since std. deviation is more than 1/3rd of the mean, mean is not a representative value; hence interpretation is drawn from frequency distribution table. From the frequency distribution table it is seen that approximately 75% of the owner/managers show they were unavailable if there is a need.

4.2.4 Organizational Performance

VARIABLE-1

Table 4.37 "Descriptive Statistics for Supplier Relationship Performance-1 Variable"

	SP1
N	300
Mean	4.64
Std. Deviation	0.856
Skewness	-2.857
Kurtosis	8.125
1/3rd ofMean	1.54

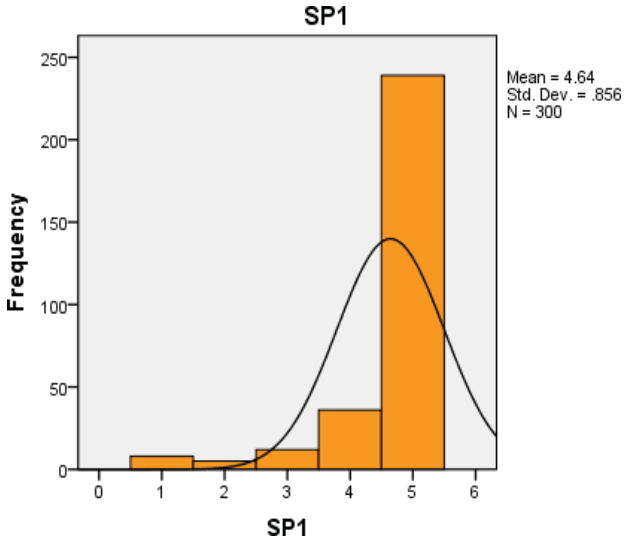
Source: Author

Table 4.38 "Frequency Distribution Table for Supplier Relationship Performance-1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Completely Disagreed	8	2.7	2.7	2.7
Somewhat Disagreed	5	1.7	1.7	4.3
Neutral	12	4.0	4.0	8.3
Somewhat Agreed	36	12.0	12.0	20.3
Completely Agreed	239	79.7	79.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.26: "Histogram Showing Distribution for Supplier Relationship Performance-1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable SP-1, where mean is 4.64 and Std. deviation is 0.856. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed about the satisfaction they have with the product quality given by the suppliers.

VARIABLE-2

Table 4.39 "Descriptive Statistics for Supplier Relationship Performance-2 Variable"

SP2	
N	300
Mean	4.49
Std. Deviation	0.909
Skewness	-2.382
Kurtosis	6.035
1/3rd of Mean	1.49

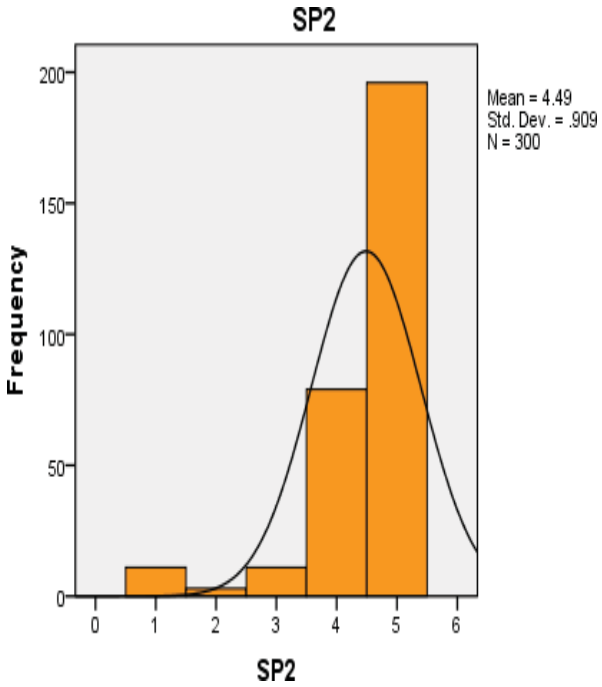
Source: Author

Table 4.40 "Frequency Distribution Table for Supplier Relationship Performance-2 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagreed	11	3.7	3.7	3.7
Somewhat Disagreed	3	1.0	1.0	4.7
Neutral	11	3.7	3.7	8.3
Somewhat Agreed	79	26.3	26.3	34.7
Completely Agreed	196	65.3	65.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.27: "Histogram Showing Distribution for Supplier Relationship Performance-2 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable SP-2, where mean is 4.49 and Std. deviation is 0.909. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed about the satisfaction they have with the delivery performance of the suppliers.

VARIABLE-3

Table 4.41 "Descriptive Statistics for Supplier Relationship Performance-3 Variable"

SP3	
N	300
Mean	4.80
Std. Deviation	0.547
Skewness	-3.789
Kurtosis	18.311
1/3rd of Mean	1.60

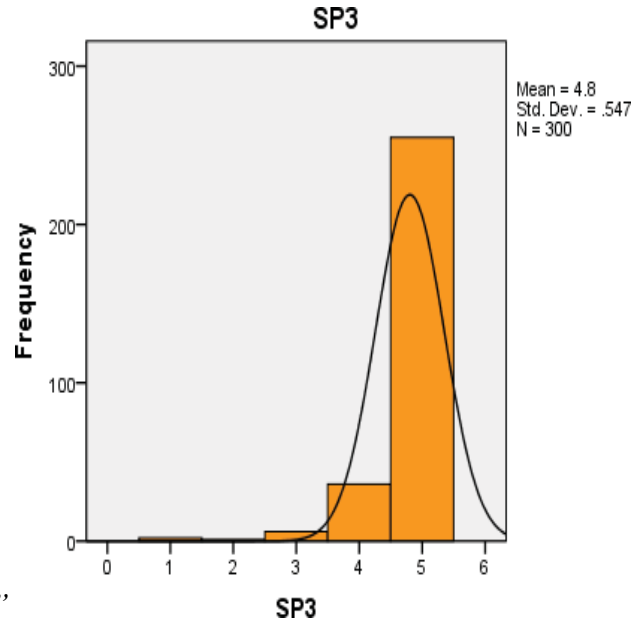
Source: Author

Table 4.42 "Frequency Distribution Table for Supplier Relationship Performance-3 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Completely Disagreed	2	.7	.7	.7
Somewhat Disagreed	1	.3	.3	1.0
Neutral	6	2.0	2.0	3.0
Somewhat Agreed	36	12.0	12.0	15.0
Completely Agreed	255	85.0	85.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.28: "Histogram Showing Distribution for S. Relationship Performance-3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable SP-3, where mean is 4.80 and Std. deviation is 0.547. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed that they had improved their rapport with suppliers.

VARIABLE-4

Table 4.43 "Descriptive Statistics for Supplier Relationship Performance-4 Variable"

SP4	
N	300
Mean	4.66
Std. Deviation	0.540
Skewness	-1.432
Kurtosis	1.855
1/3rd of Mean	1.55

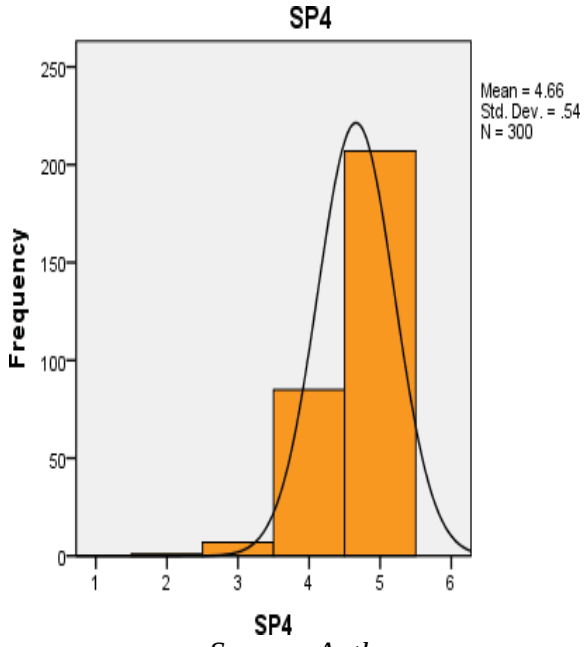
Source: Author

Table 4.44 "Frequency Distribution Table for Supplier Relationship Performance-4 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat Disagreed	1	.3	.3	.3
Neutral	7	2.3	2.3	2.7
Somewhat Agreed	85	28.3	28.3	31.0
Completely Agreed	207	69.0	69.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.29: "Histogram Showing Distribution for Supplier Relationship Performance-4 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable SP-4, where mean is 4.66 and Std. deviation is 0.540. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers are completely agreed that they have long term relationships with suppliers and the frequency with which they change the suppliers is very low.

VARIABLE-5

Table 4.45 "Descriptive Statistics for Supplier Process Performance -1 Variable"

PRP1	
N	300
Mean	4.69
Std. Deviation	0.617
Skewness	-1.931
Kurtosis	2.765
1/3rd of Mean	1.56

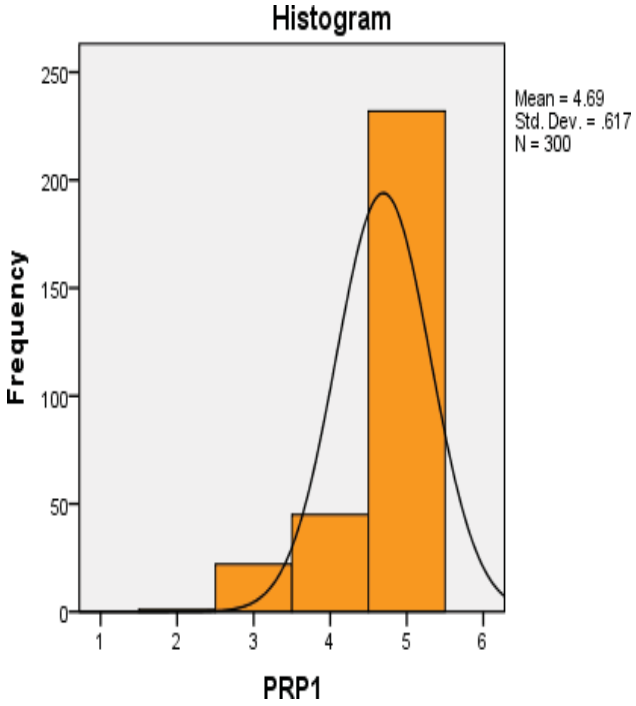
Source: Author

Table 4.46 "Frequency Distribution Table for Process Performance -1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Somewhat Disagreed	1	.3	.3	.3
Neutral	22	7.3	7.3	7.7
Somewhat Agreed	45	15.0	15.0	22.7
Completely Agreed	232	77.3	77.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.30: "Histogram Showing Distribution for Process Performance -1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable PRP-1, where mean is 4.69 and Std. deviation is 0.617. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed about the satisfaction of their work in inventory.

VARIABLE-6

Table 4.47 "Descriptive Statistics for Supplier Process Performance -2 Variable"

PRP2	
N	300
Mean	4.69
Std. Deviation	0.656
Skewness	-2.364
Kurtosis	5.597
1/3rd of Mean	1.56

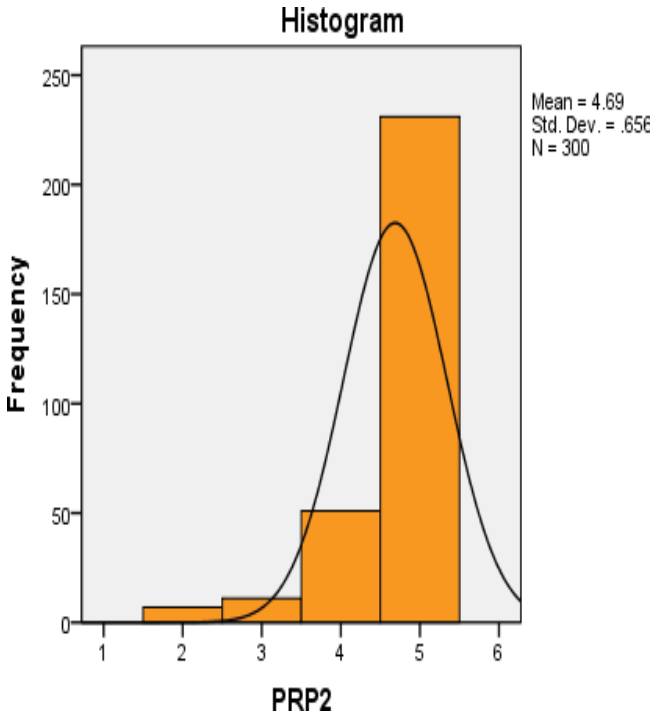
Source: Author

Table 4.48 "Frequency Distribution Table for Process Performance -2 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat Disagreed	7	2.3	2.3	2.3
Neutral	11	3.7	3.7	6.0
Somewhat Agreed	51	17.0	17.0	23.0
Completely Agreed	231	77.0	77.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.31: "Histogram Showing Distribution for Process Performance -2 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable PRP-2, where mean is 4.69 and Std. deviation is 0.656. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed about satisfaction with their order-fulfillment lead

VARIABLE-7

Table 4.49 "Descriptive Statistics for Supplier Process Performance -3 Variable"

PRP3	
N	300
Mean	4.76
Std. Deviation	0.593
Skewness	-2.674
Kurtosis	7.082
1/3rd of Mean	1.58

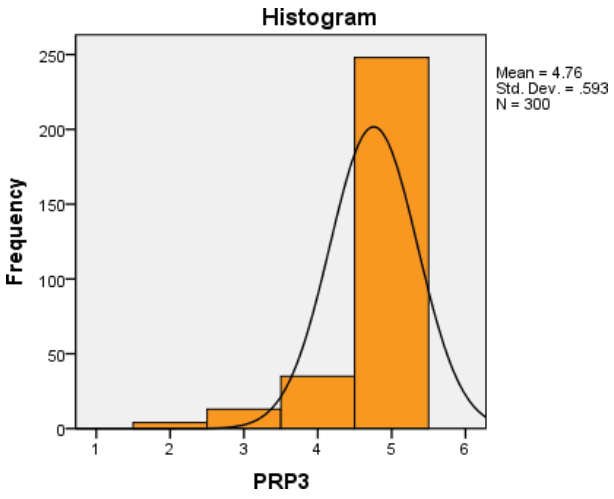
Source: Author

Table 4.50 "Frequency Distribution Table for Process Performance -3 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Somewhat Disagreed	4	1.3	1.3	1.3
Neutral	13	4.3	4.3	5.7
Somewhat Agreed	35	11.7	11.7	17.3
Completely Agreed	248	82.7	82.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.32: "Histogram Showing Distribution for Process Performance -3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable PRP-3, wheremean is 4.76 and Std. deviation is 0.593. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers are completely agreed about the satisfaction they have with their product quality.

VARIABLE-8

Table 4.51 "Descriptive Statistics for Customer Relationship Performance-1 Variable"

CRP1	
N	300
Mean	4.83
Std. Deviation	0.439
Skewness	-3.648
Kurtosis	20.727
1/3rd of Mean	1.61

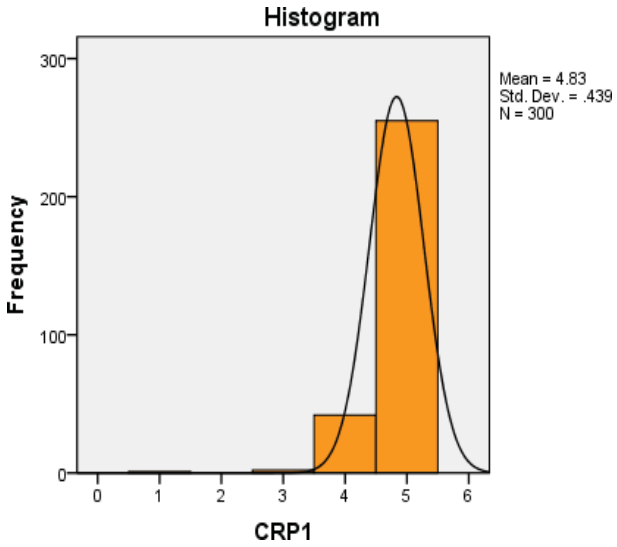
Source: Author

Table 4.52 "Frequency Distribution Table for Customer Relationship -1 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Completely Disagreed	1	.3	.3	.3
Neutral	2	.7	.7	1.0
Somewhat Agreed	42	14.0	14.0	15.0
Completely Agreed	255	85.0	85.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.33: "Histogram Showing Distribution for Customer Relationship Performance -



1 Variable"

Source: Author

The above table & histogram provides descriptive statistics for the variable CRP-1, where mean is 4.83 and Std. deviation is 0.439. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed that customer complai

nts they have received have drastically decreased.4.2.5 Entrepreneurial Orientation

VARIABLE-1

Table 4.53 "Descriptive Statistics for Autonomy-1 Variable"

	A1
N	300
Mean	4.73
Std. Deviation	0.651
Skewness	-3.480
Kurtosis	14.851

1/3rd of Mean	1.57

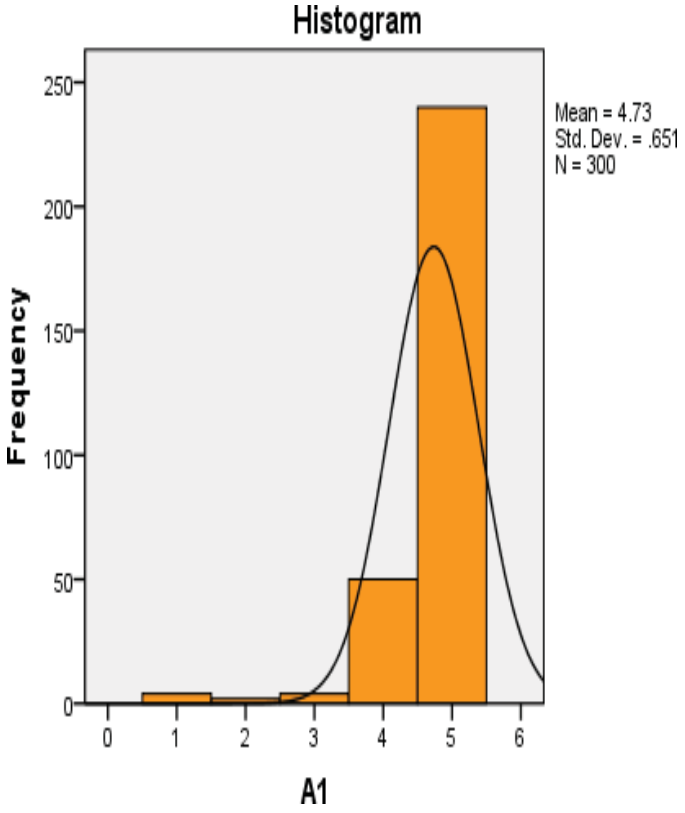
Source: Author

Table 4.54 "Frequency Distribution Table for Autonomy -1 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagreed	4	1.3	1.3	1.3
Somewhat Disagreed	2	.7	.7	2.0
Neutral	4	1.3	1.3	3.3
Somewhat Agreed	50	16.7	16.7	20.0
Completely Agreed	240	80.0	80.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.34: "Histogram Showing Distribution for Autonomy - 1 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable A-1, where mean is 4.73 and Std. deviation is 0.651. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion:

We can conclude that owner/managers are completely agreed that they can do their job without continuous supervision.

VARIABLE-2

Table 4.55 "Descriptive Statistics for Autonomy-2 Variable"

A2	
N	300
Mean	4.87
Std. Deviation	0.412
Skewness	-3.525
Kurtosis	14.029
1/3rd of Mean	1.62

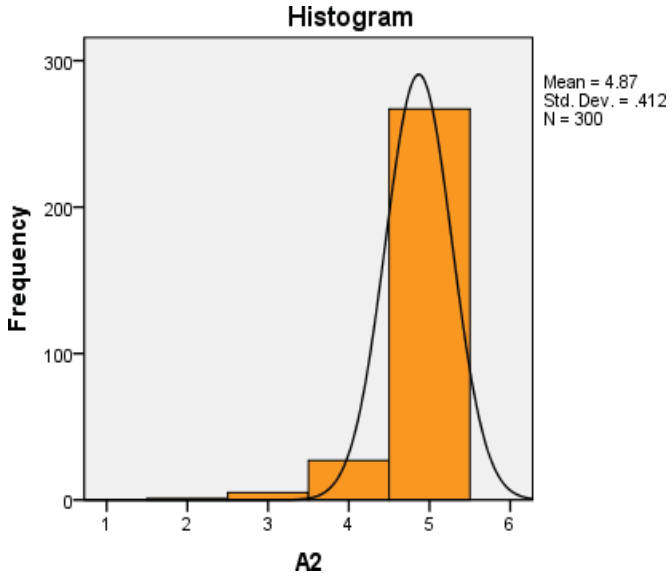
Source: Author

Table 4.56 "Frequency Distribution Table for Autonomy -2 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Somewhat Disagreed	1	.3	.3	.3
Neutral	5	1.7	1.7	2.0
Somewhat Agreed	27	9.0	9.0	11.0
Completely Agreed	267	89.0	89.0	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.35:"Histogram Showing Distribution for Autonomy - 2 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable A-2, where mean is 4.87 and Std. deviation is 0.412. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed that their organization gives them liberty to use innovative methods to do their job.

VARIABLE-3

Table 4.57 "Descriptive Statistics for Autonomy-3 Variable"

A3	
N	300
Mean	4.29
Std. Deviation	1.334
Skewness	-1.698
Kurtosis	1.307
1/3rd of Mean	1.43

.

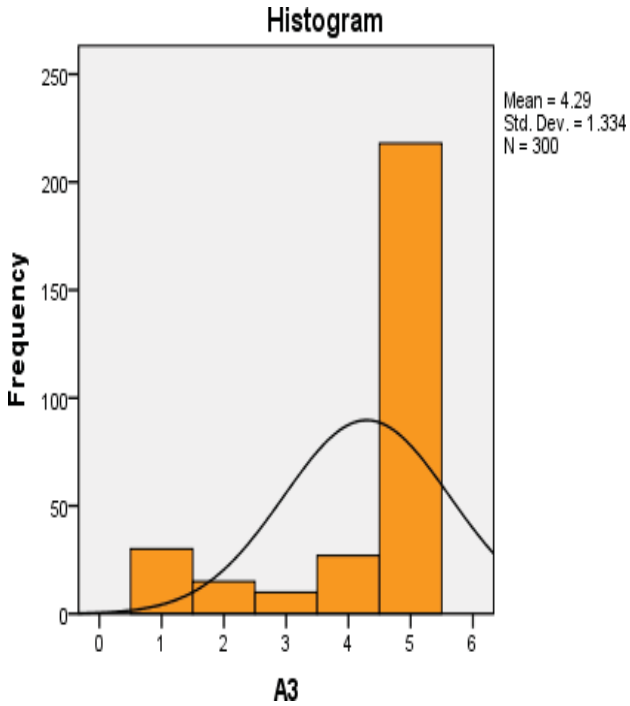
Source: Author

Table 4.58 "Frequency Distribution Table for Autonomy -3 Variable"

	Frequency	Percent	Valid Percent	Cumulative Percent
Completely Disagreed	30	10.0	10.0	10.0
Somewhat Disagreed	15	5.0	5.0	15.0
Neutral	10	3.3	3.3	18.3
Somewhat Agreed	27	9.0	9.0	27.3
Completely Agreed	218	72.7	72.7	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.36: "Histogram Showing Distribution for Autonomy - 3 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable A-3, where mean is 4.29 and Std. deviation is 1.334. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed that employees can make task decisions independently without needing approval from authorities.

VARIABLE-4

Table 4.59"Descriptive Statistics for Autonomy-4 Variable"

A4	
N	300
Mean	4.69
Std. Deviation	0.685
Skewness	-2.913
Kurtosis	10.090
1/3rd of Mean	1.56

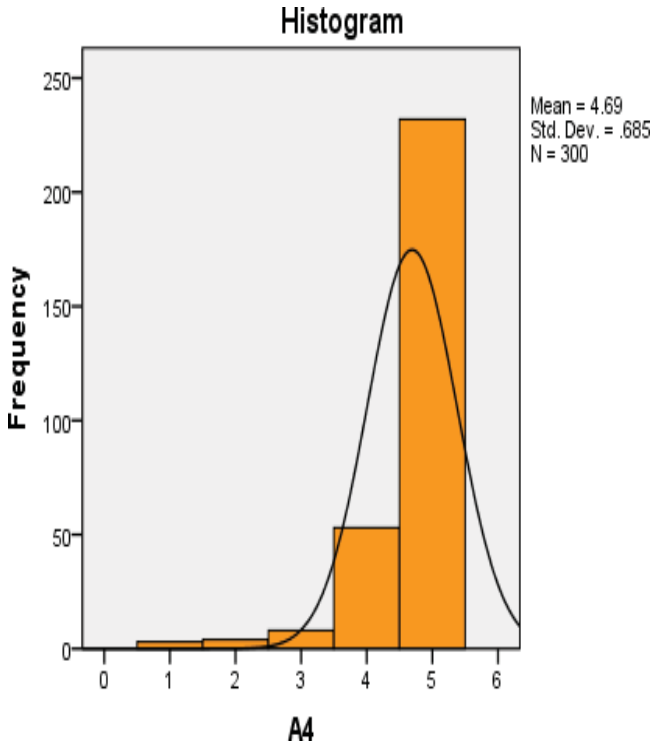
Source: Author

Table 4.60"Frequency Distribution Table for Autonomy - 4 Variable"

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Completely Disagreed	3	1.0	1.0	1.0
Somewhat Disagreed	4	1.3	1.3	2.3
Neutral	8	2.7	2.7	5.0
Somewhat Agreed	53	17.7	17.7	22.7
Completely Agreed	232	77.3	77.3	100.0
Total	300	100.0	100.0	

Source: Author

Figure 4.37: "Histogram Showing Distribution for Autonomy - 4 Variable"



Source: Author

The above table & histogram provides descriptive statistics for the variable A-4, where mean is 4.69 and Std. deviation is 0.685. Since Std. deviation is less than the one third of the mean, mean is a representative value.

Conclusion: We can conclude that owner/managers are completely agreed that employees are inspired to manage their own work and approach problem solving with flexibility.

4.3 Research Question-1 - Statistical Tests (Hypothesis Testing)

Research Question-1: Does Gender influence Leadership Styles and Entrepreneurial orientation?

- Statistical Test: MANOVA
- Variables and Measurement
- Independent Variable: Gender- Male & Female

Table 4.61"MANOVA – Between Subject Factors for Gender"

Between-Subjects Factors		
Gender	Value Label	N

1	Female	14
2	Male	286

Source: Author

Dependent Variable

- Transformational Leadership
- Transactional Leadership
- Passive-avoidant Leadership
- Entrepreneurial Orientation

Hypothesis

- H0: Gender does not influence Leadership Styles and Entrepreneurial orientation.
- H1: Gender does influence Leadership Styles and Entrepreneurial orientation.
- Level of Significance a = 0.05

Table 4.62 "MANOVA (GENDER) – Leadership Styles and Entrepreneurial Orientation"

Descriptive Statistics				
	Gender	Mean	Std. Deviation	N
Transformational	Female	72.64	2.530	14
	Male	72.73	6.420	286
	Total	72.72	6.290	300
Transactional	Female	30.00	1.881	14
	Male	29.53	3.114	286
	Total	29.55	3.067	300
*Passive	Female	13.07	6.474	14
	Male	11.51	4.455	286
	Total	11.58	4.566	300
Entrepreneurial	Female	109.07	6.580	14
	Male	106.76	8.873	286
	Total	106.86	8.785	300

Source: Author

A Hotelling's T^2 between subjects MANOVA was conducted on 4 dependent variables (Transformational Leadership, Transactional Leadership, Passive-avoidant Leadership, and Entrepreneurial orientation).

Table 4.63 "MANOVA (GENDER) – Bartlett's Test of Sphericity"

Bartlett's Test of Sphericity	
Likelihood Ratio	.000
Approx. Chi-Square	647.993
Df	9
Sig.	.000

Source: Author

The Bartlett's Test of Sphericity is statistically significant; p value is less than 0.001 indicating sufficient correlation between dependent variables to proceed with the analysis.

Table 4.64 "MANOVA (GENDER) – Box's Test of Equality of Covariance Matrices"

Box's Test of Equality of Covariance Matrices	
Box's M	27.366
F	2.422
df1	10
df2	2162.268
Sig.	.007

Source: Author

The sample consisted of 300 respondents. Box's Test of Equality of Covariance Matrices was statistically insignificant (p value is more than 0.001). This Indicated that the observed covariance matrices of the dependent variable wereequal across independent variable groups, thus Hotelling's trace was employed to evaluate all multivariate effects. The Hotelling's trace was not significant at 5% level of significance.

Table 4.65"MANOVA (GENDER) – Multivariate Tests"

Effect	**Value**	**F**	**Hypothesis df**	**Error df**	**Sig.**

Gender	Pillai's Trace	.012	.873	4.000	295.000	.481
	Wilks' Lambda	.988	.873	4.000	295.000	.481
	Hotelling's Trace	.012	.873	4.000	295.000	.481
	Roy's Largest Root	.012	.873	4.000	295.000	.481

Source: Author

Hotelling's Trace =.012, f (4,295) =.873, P value= .481

Since the p value is more than 0.05, we accept the null hypothesis, hence it can be concluded that gender has no influence on Leadership Styles and Entrepreneurial orientation. Research Question-2: Does Age influence Leadership Styles and Entrepreneurial orientation?

4.4. Research Question-2: Does Age influence Leadership Styles and Entrepreneurial orientation?

- Statistical Test: MANOVA
- Variables and Measurement
- Independent Variable: Age

Table 4.66 MANOVA (AGE) – Between Subject Factors

	Value	Label(yrs)	N
Age (Binned)	1	less than 30	75
	2	30-40	111
	3	40-50	70
	4	50-60	25
	5	60+	19

Source: Author

Dependent Variable

1. Transformational Leadership
2. Transactional Leadership
3. Passive-avoidant Leadership
4. Entrepreneurial Orientation

Hypothesis

- H0: Age does not influence Leadership Styles and Entrepreneurial orientation.
- H1: Age does influence Leadership Styles and Entrepreneurial orientation.

Level of Significance a = 0.05

Table 4.67 MANOVA (AGE) – Leadership Styles and Entrepreneurial Orientation

Descriptive Statistics				
	Age (Binned)	**Mean**	**Std. Deviation**	**N**
Transformational	less than 30	71.87	6.687	75
	30-40	72.71	6.566	111
	40-50	72.77	6.733	70
	50-60	73.96	2.458	25
	60+	74.37	4.475	19
	Total	72.72	6.290	300
Transactional	less than 30	28.96	3.355	75
	30-40	29.86	2.659	111
	40-50	29.66	3.476	70
	50-60	29.68	2.268	25
	60+	29.53	3.389	19
	Total	29.55	3.067	300
Passive	less than 30	11.95	4.020	75
	30-40	11.94	4.857	111
	40-50	10.77	3.423	70
	50-60	12.64	6.506	25
	60+	9.68	5.012	19
	Total	11.58	4.566	300

Source: Author

A five group between subjects MANOVA was conducted on 4 dependent variables (Transformational Leadership, Transactional Leadership, Passive-avoidant Leadership, and Entrepreneurial orientation).

Table 4.68 MANOVA (AGE) – Bartlett's Test of Sphericity

Bartlett's Test of Sphericity	
Likelihood Ratio	.000
Approx. Chi-Square	636.735
Df	9
Sig.	.000

Source: Author

The Bartlett's Test of Sphericity is statistically significant; the p value is less than 0.001 indicating sufficient correlation between dependent variables to proceed with the analysis.

Table 4.69 MANOVA (AGE) – Box's Test of Equality of Covariance Matrices

Box's Test of Equality of Covariance Matrices	
Box's M	115.822
F	2.755
df1	40
df2	23814.879
Sig.	.000

Source: Author

The sample consisted of 300 respondents. Box's Test of Equality of Covariance Matriceswas statistically significant (p value is less than 0.001).

This indicates that the observed covariance matrices of the dependent variable were unequal across independent variable groups, thus Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of significance.

Table 4.70 MANOVA (AGE) – Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.
Age	Pillai's Trace	.117	2.226	16.000	1180.000	.004
	Wilks' Lambda	.886	2.247	16.000	892.712	.003
	Hotelling's Trace	.124	2.255	16.000	1162.000	.003
	Roy's Largest Root	.082	6.082	4.000	295.000	.000

Source: Author

Since the p value is less than 0.05, we reject the null hypothesis, hence it can be concluded that age has an influence on Leadership Styles and Entrepreneurial orientation.

Since Pillai's Trace was significant, a Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant multivariate effects.

Since the impact of age is examined on each dependent variable separately we use Bonferroni's corrected alpha level to avoid alpha inflation. Therefore we divide alpha by the number of dependent variables. Hence the new alpha is 0.05/4=0.01.

4.5 Research Question-3: Does experience influence Leadership Styles and Entrepreneurial orientation?

- Statistical Test: MANOVA
- Variables and Measurement
- Independent Variable: Experience

Hypothesis

- H0: Experience does not influence Leadership Styles and Entrepreneurial orientation.

- H1: Experience does influence Leadership Styles and Entrepreneurial orientation.

Level of Significance a = 0.05

Table 4.71 Descriptive statistics from MANOVA (Experience)

Descriptive Statistics				
	Experience in Years (Binned)	**Mean**	**Std. Deviation**	**N**
Transformational	< than 10	72.54	5.779	133
	10-20	72.55	7.328	99
	20-30	72.71	6.466	41
	30+	74.30	3.979	27
	Total	72.72	6.290	300
Transactional	< than 10	29.55	2.891	133
	10-20	29.44	3.429	99
	20-30	29.68	2.823	41
	30+	29.74	3.008	27
	Total	29.55	3.067	300
Passive	< than 10	11.86	3.953	133
	10-20	11.57	5.099	99
	20-30	11.34	4.066	41
	30+	10.67	5.968	27
	Total	11.58	4.566	300
Entrepreneurial	< than 10	107.86	7.905	133
	10-20	106.87	8.801	99
	20-30	106.37	8.842	41
	30+	102.67	11.579	27
	Total	106.86	8.785	300

Source: Author

A four group between subjects MANOVA was conducted on 4 dependent variables

(Transformational Leadership, Transactional Leadership, Passive-avoidant Leadership, and Entrepreneurial orientation).

Table 72 MANOVA (Experience) – Bartlett's Test of Sphericity

Bartlett's Test of Sphericity	
Likelihood Ratio	.000
Approx. Chi-Square	638.251
Df	9
Sig.	.000

Source: Author

The Bartlett's Test of Sphericity is statistically significant; the p value is less than 0.001 indicating sufficient correlation between dependent variables to proceed with the analysis.

Table 4.73 MANOVA (Experience) – Box's Test of Equality of Covariance Matrices

Box's Test of Equality of Covariance Matrices	
Box's M	66.250
F	2.124
df1	30
df2	36762.096
Sig.	.000

Source: Author

The sample consisted of 300 respondents. Box's Test of Equality of Covariance Matriceswas statistically significant (p value is less than 0.001).

This indicates that the observed covariance matrices of the dependent variable were unequal across independent variable groups, thus Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was not significant at 5% level of significance.

Table 4.74 MANOVA (Experience) – Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's Trace	.050	1.242	12.000	885.000	.249
	Wilks' Lambda	.950		12.000	775.497	
	Hotelling's Trace	.052	1.255	12.000	875.000	.241
	Roy's Largest Root	.050	1.266	4.000	295.000	.233
			3.705			.006

Source: Author

Pillai's Trace =.050, f (12,885) =1.242, P value= .249

Since the p value is more than 0.05, we accept the null hypothesis, hence it can be concluded that experience has no influence on Leadership Styles and Entrepreneurial orientation.

4.6 Research Question-4: Does Qualification influence Leadership Styles and Entrepreneurial orientation?

- Statistical Test: MANOVA
- Variables and Measurement
- Independent Variable: Qualification

Table 4.75 MANOVA (Qualification) – Between Subject Factors

	Value Label	N
Qualification2	1 Graduate	189
	Post Graduate	53

3	Under Graduate	58

Source: Author

Dependent Variable

1. Transformational Leadership
2. Transactional Leadership
3. Passive-avoidant Leadership
4. Entrepreneurial Orientation

Hypothesis

- H0: Qualification does not influence Leadership Styles and Entrepreneurial orientation.
- H1: Qualification does influence Leadership Styles and Entrepreneurial orientation.

Level of Significance a = 0.0

Table 4.76 MANOVA (Qualification) – Box's Test of Equality of Covariance Matrices

Box's Test of Equality of Covariance Matrices	
Box's M	97.350
F	4.731
df1	20
df2	81015.127
Sig.	.000

Source: Author

The sample consisted of 300 respondents. Box's Test of Equality of Covariance Matrices was statistically significant (p value is less than 0.001).

This indicates that the observed covariance matrices of the dependent variable were unequal across independent variable groups, thus Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of

significance.

Table 4.77 MANOVA (Qualification) – Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.
Qualification	Pillai's Trace	.064	2.432	8.000	590.000	.014
	Wilks' Lambda	.937	2.425	8.000	588.000	.014
	Hotelling's Trace	.066	2.419	8.000	586.000	.014
	Roy's Largest Root	.040	2.962	4.000	295.000	.020

Source: Author

Pillai's Trace =.064, f (8,590) =2.432, P value= .014

Since the p value is less than 0.05, we reject the null hypothesis, hence it can be concluded that qualification has an influence on Leadership Styles and Entrepreneurial orientation.

Since Pillai's Trace was significant, a Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant multivariate effects.

Since the impact of qualification is examined on each dependent variable separately we use Bonferroni's corrected alpha level to avoid alpha inflation. Therefore we divide alphaby the number of dependent variables. Hence the new alpha is 0.05/4=0.01.

Table 4.78 MANOVA (Qualification) – Between Subject Effects

Tests of Between-Subjects Effects			
Source	**Dependent Variable**	**Sig.**	**Partial Eta Squared**
Qualification	Transactional	.004	.036
	Passive	.135	.013
	Transformational	.008	.032
	Entrepreneurial	.743	.002

Source: Author

It can be seen that qualification has no influence on Passive-avoidant Leadership and Entrepreneurial Orientation.

It is evident that qualification has an influence on Transformational Leadership andTransactional Leadership. To know more about this relationship and to study where the difference lies, we refer to a descriptive statistics table. It is seen from the descriptive statistics table that under graduates (mean=30.28) show more transformational leadershipqualities followed by graduates (mean=29.65) and then post-graduates (mean=28.42). On the other hand graduates (mean=11.95) show more transactional leadership qualities followed by post-graduates (mean=11.36) and then under graduates (mean=10.60).

4.7 Research Question-5: Does Designation influence Leadership Styles and Entrepreneurial orientation?

- Statistical Test: MANOVA
- Variables and Measurement
- Independent Variable: Designation

Table 4.79 MANOVA (Designation) – Between Subject Factors

Between-Subjects Factors			
Designation		Value Label	N
	1	Owner	155
	2	Manager/Supervisor	145

Source: Author

Dependent Variable

1. Transformational Leadership
2. Transactional Leadership
3. Passive-avoidant Leadership
4. Entrepreneurial Orientation

Hypothesis

- H0: Designation does not influence Leadership Styles and Entrepreneurial orientation.
- H1: Designation does influence Leadership Styles and Entrepreneurial orientation.

Level of Significance a = 0.05

Table 4.80 Descriptive Statistics from MANOVA (Designation)

Descriptive Statistics				
	Designation	**Mean**	**Std. Deviation**	**N**
Transactional	Owner	29.16	3.762	155
	Manager/Supervisor	29.97	2.015	145
	Total	29.55	3.067	300
Passive-Avoidant	Owner	11.87	5.238	155
	Manager/Supervisor	11.28	3.709	145
	Total	11.58	4.566	300
Transformational	Owner	71.65	7.553	155
	Manager/Supervisor	73.88	4.307	145
	Total	72.72	6.290	300
Entrepreneurial Orientation	Owner	106.45	8.670	155
	Manager/Supervisor	107.30	8.914	145
	Total	106.86	8.785	300

Source: Author

A Hotelling's T^2 between subjects MANOVA was conducted on 4 dependent variables (Transformational Leadership, Transactional Leadership, Passive-avoidant Leadership, and Entrepreneurial orientation).

Table 4.81 MANOVA (Designation) – Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.
Designation	Pillai's Trace	.034	2.612	4.000	295.000	.036
	Wilks' Lambda	.966	2.612	4.000	295.000	.036
	Hotelling's Trace	.035	2.612	4.000	295.000	.036
	Roy's Largest Root	.035	2.612	4.000	295.000	.036

Source: Author

Hotelling's Trace =.035, f (4,295) =2.612, P value= .036

Since the p value is less than 0.05, we reject the null hypothesis, hence it can be concluded that designation has an influence on Leadership Styles and Entrepreneurial orientation. Since Hotelling's Trace was significant, a Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant multivariate effects. Since the impact of designation is examined on each dependent variable separately we use Bonferroni's corrected alpha level to avoid alpha inflation. Therefore we divide alpha by the number of dependent variables. Hence the new alpha is 0.05/4=0.01.

Table 4.82 MANOVA (Designation) – Between Subject Effects

Tests of Between-Subjects Effects			
Source	**Dependent Variable**	**Sig.**	**Partial Eta Squared**
Designation	TRANSACTIONAL	.023	.017
	PASSIVE	.260	.004
	TRANSFORMATIONAL	.002	.032
	ENTREPRENEURIAL	.402	.002

Source: Author

It can be seen that designation has no influence on Transactional Leadership, Passive-avoidant Leadership and Entrepreneurial Orientation.

It is evident that designation has influence on Transformational Leadership. To know more about this relationship and to study where the difference lies, we refer to a descriptive statistics table. It is seen from the descriptive statistics table that managers (mean=73.88) show more transformational leadership qualities as compared to owners (mean=71.65).

4.8 Research Question-6: Whether there is a difference in the extent of transformational leadership style components practiced among respondents of SME's.

- Statistical Test: Friedman Chi-square Test
- Variables and Measurement: Respondents were presented with the following transformational leadership components:
  - Idealized Attribute,
  - Idealized Behavior,
  - Inspirational Motivation,
  - Intellectual Stimulation,
  - Individualized Consideration

Each have used a 4 item scale and each of them were measured on a 5 point rating scale (likert scale). The four item scale for each is then converted to a single item scale creating a composite variable for Idealized Attribute, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration. These are discussed below.

Table 4.83 Indicators of Transformational Leadership

Latent Construct	Transformational Leadership Indicators
Idealized Attribute	Giving a sense of belonging and a proud feeling of association
	Leaving personal motives behind for the goodness of the group

	Taking actions that will establish trust and respect
	Showing confidence and power
Idealized Behaviour	Speaking about belief systems
	Specifically mentioning the purpose
	Taking responsibility for decisions taken and their consequences
	Putting stress on one mission for all
Inspirational Motivation	Being optimistic
	Showing enthusiasm while communicating tasks
	Showing a strong vision for all
	Showing confidence that the targets will be achieved
IntellectualStimulation	Questioning whether assumptions are correct
	Taking several perspectives into consideration while problemsolving
	Asking others to tackle the issues from different angles
	Showing different ways to accomplish the tasks
Individualized Consideration	Coaching subordinates
	Even when working in groups, giving due importance toindividualization
	Understanding that every individual has differing requirements
	Working on core strength areas of the team to develop it at its peak

Source: Author

Each item was measured on a five point scale, mentioned below:

0- Not at all

1- Once in a while2- Sometimes

3- Fairly Often

4- Frequently , if not always

Hypothesis

- **H0:** There is no difference in the extent of transformational leadership components practiced among respondents of SME's.
- **H1:** There is a significant difference in the extent of transformational leadership components practiced among respondents of SME's.

Level of Significance (a) = 0.05

Test Statistics Table

Table 4.84 Friedman Test Statistics – Transformational Leadership

TN	300
Chi-Square	125.058
Df	4
Asymp. Sig.	.000

Source: Author

Observation: X^2 (4) =125.058, P=0.000, N=300

Conclusion

Since the p value is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is a significant difference in the extent of transformational leadership style components practiced among respondents of SME's.

In order to find out where the differences lies we refer to the rank table, which is mentioned below:

4.9 Research Question-7: Whether there is a difference in the frequency of transactional leadership style components (Management by Exception-Active, Contingent Reward) practiced among owners/managers of SME's.

- Statistical Test: Wilcoxon Matched Pair Signed Ranks Tests
- Variables and Measurement:

Independent Variable: Transactional Leadership Style (Management by Exception-Active / Contingent Reward)

Dependent Variable: Frequency of practicing transactional leadership style measured using a 5-point likert scale which is mentioned below:

0- Not at all
1- Once in a while2- Sometimes
3- Fairly Often
4- Frequently , if not always

Hypothesis

- **H0:** There is no difference in the frequency of transactional leadership style (Management by Exception-Active, Contingent Reward) practiced among owners/managers of SME's.
- **H1:** There is a significant difference in the frequency of transactional leadership style (Management by Exception-Active, Contingent Reward) practiced among owners/managers of SME's**.**

Level of Significance (a) = 0.05

Observation

Table 4.85 **W***ilcoxon Matched Pair Sign Rank Test Statistics for Transactional Leadership*

Test Statistics	
	Management by exception active - Contingent reward
Z	-.044
Asymp. Sig. (2-tailed)	.965

Source: Author

Z-Score= -0.44, P= 0.965, N= 300

Table 4.86 Rank Table of Transactional Leadership Components

Ranks		N	Mean Rank	Sum of Ranks
Management by exception active - Contingent reward	NegativeRanks	88[a]	94.27	8295.50
	Positive Ranks	94[b]	88.91	8357.50
	Ties	118[c]		
	Total	300		

Source: Author

a. Management by exception active < Contingent reward

b. Management by exception active > Contingent reward

c. Management by exception active = Contingent reward

Observations

Table 4.87 **Wilcoxon Match Pair Sign Rank Test for Passive-avoidant Leadership**

Test Statistics	
	Laissez-faire - Management by exception passive
Z	-14.667
Asymp. Sig. (2-tailed)	.000

Source: Author

Z-Score= -14.667, P= 0.000, N= 300

Conclusion

Since the p value is less than the level of significance (0.05) the null hypothesis is rejected, hence it is concluded that there is a significant difference in the frequency of passive-avoidant leadership style (Management by Exception-Passive, Laissez-Faire)

practiced by owners/managers of SME's. From the observed mean values for Management by Exception-Passive (3.5) and Laissez-Faire (8.04) it can be concluded that respondents practiced Laissez-Faire more than Management by Exception-Passive.

4.10 Research Question-8: Whether there is a difference in the frequency of passive-avoidant leadership style components (Management by Exception-Passive, Laissez-Faire) practiced among owners/managers of SME's.

- Statistical Test: Wilcoxon Matched Pair Signed Ranks Tests
- Variables and Measurement:

Independent Variable: Passive-avoidant Leadership Style (Management by Exception-Passive / Laissez-Faire)

Dependent Variable: Frequency of practicing Passive-avoidant Leadership stylemeasured using a 5-point likert scale which is mentioned below:

0- Not at all
1- Once in a while
2- Sometimes
3- Fairly Often
4- Frequently , if not always

Hypothesis

- **H0:** There is no difference in the frequency of passive-avoidant leadership style(Management by Exception-Passive, Laissez-Faire) practiced among owners/managers of SME's.
- **H1:** There is a significant difference in the frequency of passive-avoidant leadership style (Management by Exception-Passive, Laissez-Faire) practicedamong owners/managers of ME's.

Level of Significance (a) = 0.05

Observations

Table 195 – Wilcoxon Match Pair Sign Rank Test for Passive-avoidant Leadership

Z-Score= -14.667, P= 0.000, N= 300

a. Laissez-faire < Management by exception passive

b. Laissez-faire > Management by exception passive

c. Laissez-faire = Management by exception passive

Conclusion

Since the p value is less than the level of significance (0.05) the null hypothesis is rejected, hence it is concluded that there is a significant difference in the frequency of passive-avoidant leadership style (Management by Exception-Passive, Laissez-Faire) practiced by owners/managers of SME's. From the observed mean values for Management by Exception-Passive (3.5) and Laissez-Faire (8.04) it can be concludedthat respondents practiced Laissez-Faire more than Management by Exception-Passive.

4.11 Research Question-9: Whether there is a difference in the frequency of entrepreneurial orientation components practiced among respondents of SME's.

- Statistical Test: Friedman Chi-square Test
- Variables and Measurement:

Respondents were presented with the following entrepreneurial orientation components:

- Autonomy- this used 4 item scales and each of them were measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Autonomy.
- Innovativeness- this used 8 item scales and each of them were measured on a 5 point rating scale (likert scale). The eight item scale is then converted to a single item scale creating a composite variable for Innovativeness.

- Risk-Taking- this used 4 item scales and each of them were measured on a 5 pointrating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Risk-Taking.
- Proactiveness- this used 3 item scales and each of them were measured on a 5 point rating scale (likert scale). The three item scale is then converted to a single item scale creating a composite variable for Proactiveness.
- Competitive Agressiveness- this used 4 item scales and each of them were measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Proactiveness.

Table 4.88 Indicators of Entrepreneurial Orientation

Latent Construct	Entrepreneurial orientation Indicators
Autonomy	Employees in my organization do not rely on others at all and donot need any supervision in their job.
	Employees in my organization have complete freedom to use innovative methods to do their job.
	Employees in my organization are free to take their decisions independently. They need not need to get approval from authorities.
	Employees in my organization are extremely inspired to manage their own work and are very flexible in their approach to solving problems.
Innovativeness	The organization is very innovative. It maintains the existing products but frequently introduces new products.
	The organization is very heavily invested in innovating products and processes.
	The number of products offered by the organization has steadily increased over the past 5 years.
	The organization is very heavily invested in looking for new opportunities.
	The Organization's processes and products have changed significantly (for the better) over the last 5 years
	The organization finds investing in new ideas and implementing them very effective.

	The organization feels its products and processes requirecontinuous improvements.
	Currently I feel extremely empowered to innovate in the organization.
Risk Taking	The organization tries to exploit opportunities in cases of ambivalent decisions.
	Employees are free to take calculated risks when implementingnew ideas
	The organization is always willing to take on high-risk projects.
	The Organization strongly believes that bold acts are necessary to achieve objectives.
Proactiveness	In this competitive market my organization is usually the first to introduce new products and services.
	The organization typically initiates actions to which our competitors respond to.
	The organization conducts market surveys to find out the future needs of customer.
Competitive Aggressiveness	My organization takes an aggressive approach when dealing with competitors.
	My organization is highly competitive.
	My organization adopts a confrontation strategy to combat industry trends that may threaten our survival or growth or position in industry.
	My Organization understands that over aggression may spoil our reputation.

Source: Author

Each item was measured using five point scale, mentioned below:

1- Completely Disagreed

2- Somewhat Disagreed

3- Neutral

4- Somewhat Agreed

5- Completely Agreed

Hypothesis

- **H0:** There is no difference in the frequency of entrepreneurial orientation components practiced among respondents of SM
- **H1:** There is a significant difference in the frequency of entrepreneurial orientation components practiced among respondents of SME's.

Level of Significance (a) = 0.05

Test Statistics Table

Table 4.89 – Friedman Test Statistics for Entrepreneurial Orientation

N	300
Chi-Square	1010.459
Df	4
Asymp. Sig.	.000

Source: Author

Observation

X^2 (4) =1010.459, P=0.000, N=300

Conclusion

Since the p value is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is a significant difference in the extent of entrepreneurial orientation components practiced among respondents of SME's.

4.12 Research Question-10: Whether Leadership Styles and Entrepreneurial Orientation are co-related?

- Statistical Test: Spearman Rank Order Correlation

- Variables and Measurement: Leadership styles consist of 3 major styles. These are transformational leadership, transactional leadership and passive-avoidant.

Transformational Leadership was measured using 20 item scales which are mentioned below:

- Transformational leadership used a 20 item scale and each of them was measured on a 5 point rating scale (likert scale). The twenty item scale is then converted to a single item scale creating a composite variable for Transformational Leadershipwhich is discussed below.

Table 4.90– Indicator of Transformational Leadership

Latent Construct	Transformational Leadership Indicators
TransformationalLeadership	Giving a sense of belonging and a proud feeling forassociation
	Leaving personal motives behind for the goodness of thegroup
	Taking such actions which will establish trust and respect
	Showing confidence and power
	Speaking about belief systems
	Specifically mentioning the purpose
	Taking responsibility for decisions taken and their Consequences
	Putting stress on one mission for all
	Being optimistic
	Showing enthusiasm while communicating tasks
	Showing a strong vision for all
	Showing confidence that the targets will be achieved
	Questioning whether assumptions are correct
	Taking several perspectives into consideration whileproblem solving
	Asking others to tackle the issues from different angles
	Showing different ways to accomplish tasks
	Coaching subordinates
	Even when working in groups, giving due importance toindividualization
	Understanding that every individual has differingrequirements
	Working on the core strength areas of the team to develop itat its peak

Source: Author

Each item was measured on a five point scale, mentioned below:

0. Not at all
1. Once in a while
2. Sometimes
3. Fairly Often
4. Frequently , if not always

Transactional Leadership was measured using 8 item scales which are mentioned below:

- Transactional leadership was measured using an 8 item scale and each of them were measured on a 5 point rating scale (likert scale). The eight item is then scale is converted to a single item scale creating a composite variable for Transactional Leadership which are discussed below.

Table 4.91 Indicators of Transactional Leadership

Latent Construct	Transactional Leadership Indicators
Transactional Leadership	Focusing on getting off the track from set standards
	Focusing on managing shortfalls
	Recording all deviations or mistakes
	Focusing on meeting standards and overcoming shortfalls
	Rewarding others for putting additional efforts
	Deciding the responsibilities and targets
	Ensuring clarity of rewards if targets were achieved
	Showing satisfaction is there if the expected outcomes havebeen achieved

Source: Author

Each item was measured on a five point scale, mentioned below:0- Not at all

1- Once in a while2- Sometimes

3- Fairly Often

4- Frequently , if not always

Passive-avoidant Leadership was measured using 8 item scales which are mentionedbelow:

- Passive-avoidant leadership was measured using an 8 item scale and each of themwere measured on a 5 point rating scale (likert scale).The eight item scale is then converted to single item scale creating a composite variable for Passive-avoidant Leadership which are discussed below.

Table 4. 92. Indicators of Passive-avoidant Leadership

Latent Construct	Passive-Avoidant Leadership Indicators
Passive-avoidant Leadership	Not able to interfere until problem becomes severe
	Trying to escape and stay away from important issues
	Being unavailable when there is a need
	Waiting and watching to let things happen in the wrong ways before taking action
	Believing that if something is fine why to try and make it better
	Trying to show that the issue must be very critical beforetaking any action
	Staying away from the decision making process
	Purposefully taking a long time to answer critical issues

Source: Author

Each item was measured on a five point scale, mentioned below:0- Not at all

1- Once in a while2- Sometimes

3- Fairly Often

4- Frequently , if not always

Entrepreneurial Orientation was measured using 23 items which are mentioned below:

- Entrepreneurial Orientation was measured using a 23 item scale and each of

themwas measured on a 5 point rating scale (likert scale). The twenty-three item scale is then converted to a single item scale creating a composite variable for Entrepreneurial Orientation which are discussed below.

Table 4.93 Indicators of Entrepreneurial Orientation

Latent Construct	Entrepreneurial orientation Indicators
Entrepreneurial Orientation	Employees in my organization do not rely on others at all and donot need any supervision in their job.
	Employees in my organization have complete freedom to use innovative methods to do their job.
	Employees in my organization are free to take their decisions independently. They need not to get approval from authorities.
	Employees in my organization are extremely inspired to manage their own work and are very flexible in their approach to solving problems.
	The organization is very innovative. It maintains the existing products but frequently introduces new products.
	The organization is very heavily invested in innovating productsand processes.
	The number of products offered by the organization has steadily increased over the past 5 years.
	The organization is very heavily invested in looking for new opportunities.
	The Organization's processes and products have changed significantly (for the better) over the last 5 years
	The organization finds investing in new ideas and implementing them very effective.
	The organization feels its products and processes requirecontinuous improvements.
	Currently I feel extremely empowered to innovate in the organization.
	The organization tries to exploit opportunities in cases ofambivalent decisions.
	Employees are free to take calculated risks when implementingnew ideas
	The organization is always willing to take on high-risk projects.
	The Organization strongly believes that bold acts are necessary to achieve objectives.
	In this competitive market my organization is usually the first to

	introduce new products and services.
	The organization typically initiates actions to which ourcompetitors respond to.
	The organization conducts market surveys to find out the future needs of our customers.
	My organization takes an aggressive approach in dealing with competitors.
	My organization is highly competitive.
	My organization adopts a confrontation strategy to combatindustry trends that may threaten our survival or growth or position in industry.
	My Organization understands that over aggression may spoil our reputation.

Source: Author

Each item was measured on a five point scale, mentioned below:

1- Completely Disagreed
2- Somewhat Disagreed
3- Neutral
4- Somewhat Agreed
5- Completely Agreed

Hypothesis

- **H0:** There is no relationship between leadership styles and entrepreneurial orientation **(p=0)**
- **H1:** There is a significant relationship between leadership styles and entrepreneurial orientation **(p≠0)**

Level of Significance (a) = 0.05

Correlation Table

Table 4.94 Spearman's Correlation - Leadership Styles and Entrepreneurial Orientation

Pair	Spearman's rho (p)	P-value	Result
Transformational ↔ Entrepreneurial	0.327	0.000	Significant
Transactional ↔ Entrepreneurial	0.147	0.011	Significant
Passive ↔ Entrepreneurial	0.300	0.000	Significant

Source: Author

Conclusion

From the above table it can be seen that there is a significant relationship between Transformational leadership & Entrepreneurial Orientation (**p** =0.327, **P-value=** 0.000), Transactional leadership & Entrepreneurial Orientation (**p** =0.147, **P-value**= 0.011), Passive-Avoidant leadership & Entrepreneurial Orientation (**p** =0.300, **P-value**=0.000). Thus we can conclude that we can reject the null hypothesis and accept the alternate hypothesis, which says that there is a positive relationship between Leadership styles & Entrepreneurial Orientation.

4.13 Research Question-11: Whether Transformational Leadership Style and Organizational Performance are co-related?

- Statistical Test: Spearman Rank Order Correlation
- Variables and Measurement

Transformational Leadership was measured using 20 item scales which are mentioned below:

- Transformational leadership was measured using a 20 item scale and each of themwas measured on a 5 point rating scale (likert scale). The twenty item scale is then converted to a single item scale creating a composite variable for Transformational Leadership which are discussed below.

Table 4.95 Indicators of Transformational Leadership

Latent Construct	Transformational Leadership Indicators
TransformationalLeadership	Giving a sense of belonging and a proud feeling ofassociation
	Leaving personal motives behind for the goodness of thegroup
	Taking such actions which will establish trust and respect
	Showing confidence and power
	Speaking about belief systems
	Specifically mentioning the purpose
	Taking responsibility for decisions taken and theirconsequences
	Putting stress on one mission for all
	Being optimistic
	Showing enthusiasm while communicating tasks
	Showing a strong vision for all
	Showing confidence that the targets will be achieved
	Questioning whether assumptions are correct
	Taking several perspectives into consideration while problem solving
	Asking others to tackle the issues from different angles
	Showing different ways to accomplish tasks
	Coaching subordinates
	Even when working in groups, giving due importance to individualization
	Understanding that every individual has differingrequirements
	Working on the core strength areas of the team to develop itat its peak

Source: Author

Each item was measured on a five point scale, mentioned below:

0- Not at all
1- Once in a while2- Sometimes
3- Fairly Often
4- Frequently , if not always

Organizational Performance was broken into different components and was measured using 18 item scales which are mentioned below:

Process Performance was measured using a 3 item scale and each of them were measuredon a 5 point rating scale (likert scale). The three item scale is then converted to a single item scale creating a composite variable for Process Performance which are discussed below:

Each item was measured on a five point scale, mentioned below: 1- Completely Disagreed
2- Somewhat Disagreed
3- Neutral
4- Somewhat Agreed
5- Completely Agreed

Hypothesis

- **H0:** There is no relationship between transformational leadership style and organizational performance **(p=0)**
- **H1:** There is a significant relationship between transformational leadership style and organizational performance **(p≠0)**

Level of Significance (a) = 0.05

Correlation Table

Table 4.96 Spearman's Correlation - Transformational Leadership & Organizational Performance

Pair	Spearman's rho (p)	P-value	Result
Transformational ↔ Process	0.484	0.000	Significant
Transformational ↔ Supplier	0.502	0.000	Significant
Transformational ↔ People	0.385	0.000	Significant
Transformational ↔ Customer	0.317	0.000	Significant

Source: Author

Conclusion

From the above table it can be seen that there is a significant relationship between Transformational leadership & Process Performance (**p** =0.484, **P-value**=0.000), Transformational leadership & Supplier Relationship performance (**p** =0.502, **P-value**=0.000), Transformational leadership & People Performance (**p** =0.385, **P-value**=0.000), Transformational leadership & Customer Relationship Performance (**p** =0.317, **P-value**=0.000).

Thus we reject the null hypothesis and accept the alternate hypothesis, which says that there is a positive relationship between transformational leadership and organizational performance.

4.14 Research Question-12: Whether Transactional Leadership Style and OrganizationalPerformance are co-related?

- Statistical Test: Spearman Rank Order Correlation
- Variables and Measurement

Transactional Leadership was measured using 8 item scales which are mentioned below:

Transactional leadership was measured using an 8 item scale and each of them were measured on a 5 point rating scale (likert scale). The eight item scale is then converted to

a single item scale creating a composite variable for Transactional Leadership which are discussed below:

Table 4.97 Indicators of Transactional Leadership

Latent Construct	Transactional Leadership Indicators
Transactional Leadership	Focusing on getting off the track from set standards
	Focusing on managing shortfalls
	Recording all deviations or mistakes
	Focusing on meeting standards and overcoming shortfalls
	Rewarding others for putting additional efforts
	Deciding the responsibilities and targets
	Ensuring clarity of rewards if targets were achieved
	Showing satisfaction is there if the expected outcomes havebeen achieved

Source: Author

Each item was measured on a five point scale, mentioned below:0- Not at all

1- Once in a while2- Sometimes

3- Fairly Often

4- Frequently, if not always

Organizational Performance was broken into different components and was measured using 18 item scales which are mentioned below:

Process Performance was measured using a 3-item scale and each of them was measured on a 5-point rating scale (likert scale). The three-item scale is then converted to a single item scale creating a composite variable for Process Performance which are discussed below:

Table 4.98 Indicators of Process Performance

Latent Construct	Process Performance Indicators
Process Performance	You are satisfied with your work in process inventory (products which are no longer raw material but have yet to become finished products)
	You are satisfied with the order-fulfillment lead time (time between placement and receipt of an order)
	You are satisfied with the product quality

Source: Author

Supplier Relationship Performance was measured using a 4 item scale and each of them were measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Supplier Relationship Performance which are discussed below:

Table 4.99 Indicators of Supplier Relationship Performance

Latent Construct	Supplier Relationship Performance Indicators
Supplier Relationship Performance	You are satisfied with the product quality given by the supplier
	You are satisfied with the delivery performance of the supplier
	Your rapport with your suppliers is outstanding
	You have long term relationships with your suppliers and the frequency at which you change them is very low.

Source: Author

People Performance was measured using a 7 item scale and each of them were measured on a 5 point rating scale (likert scale). The seven item scale is then converted to a single item scale creating a composite variable for People Performance which are discussed below:

Table 4.100 Indicators of People Performance

Latent Construct	People Performance Indicators
People Performance	Internal issues play absolutely no role in the attrition rate of your organization
	The productivity of employees in your organization is higher than the industry average.
	The level of commitment of your employees towards the organization is very high
	Employees are willing to go the extra mile to put in additional effortsfor the organization
	Compared to your competitors absenteeism in your organization isvery low
	Levels of unhappiness and frustration of your employees towards the organization are very low
	The ability to learn and the adaptability of your employees compared to your competitors is very high.

Source: Author

Customer Relationship Performance was measured using a 4 item scale and each of them was measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Customer Relationship Performance which are discussed below:

Table 4.101 Indicators of Customer Relationship Performance

Latent Construct	Customer Relationship Performance Indicators
Customer Relationship Performance	Customer complaints received over the last five years have drastically decreased.
	The ability of the organization to retain existing and attract new clients has increased in last five years.
	The reputation of the organization, according to your clients, has drastically increased in last five years.
	The product return rate has drastically decreased over the last five years

Source: Author

Each item was measured on a five point scale, mentioned below:

1- Completely Disagreed
2- Somewhat Disagreed
3- Neutral
4- Somewhat Agreed
5- Completely Agreed

Hypothesis

- **H0:** There is no relationship between transactional leadership style and organizational performance **(p=0)**
- **H1:** There is a significant relationship between transactional leadership style and organizational performance **(p≠0)**

Level of Significance (a) = 0.05

Correlation Table

Table 4.102: Spearman's Correlation - Transactional Leadership and Organizational Performance

Pair	Spearman's rho (p)	P-value	Result
Transactional ↔ Process	0.348	0.000	Significant
Transactional ↔ Supplier	0.483	0.000	Significant
Transactional ↔ People	0.397	0.000	Significant
Transactional ↔ Customer	0.424	0.000	Significant

Source: Author

Conclusion

From the above table it can be seen that there is a significant relationship between

Transactional leadership & Process Performance (**p** =0.348, **P-value**=0.000), Transactional leadership & Supplier Relationship Performance (**p** =0.483, **P-value**=0.000), Transactional leadership & People Performance (**p** =0.397, **P-value**=0.000), Transactional leadership & Customer Relationship Performance (**p** =0.424,

P-value=0.000).

Thus we reject the null hypothesis and accept the alternate hypothesis, which says that there is a positive relationship between transactional leadership and organizational performance.

4.15 Research Question-13: Whether Passive-Avoidant Leadership Style and Organizational Performance are co-related?

- Statistical Test: Spearman Rank Order Correlation
- Variables and Measurement

Passive-avoidant leadership was measured using an 8 item scale and each of them was measured on a 5 point rating scale (likert scale). The eight item scale is then converted to single item scale creating a composite variable for Passive-avoidant Leadership which arediscussed below:

Table 4.103 Indicators of Passive-avoidant Leadership

Latent Construct	Passive-Avoidant Leadership Indicators
Passive-avoidant Leadership	Not interfering until the problem becomes severe
	Trying to escape and stay away from important issues
	Being unavailable when there is a need
	Waiting and watching to let things happen in wrong waybefore taking action
	Believing that if something is fine why to try and make itbetter
	Showing that issues must be very critical before taking anyaction
	Staying away from the decision making process
	Purposefully taking a long time to answer critical issues

Source: Author

Each item was measured on a five point scale, mentioned below:

0- Not at all

1- Once in a while2- Sometimes

3- Fairly Often

4- Frequently , if not always

Organizational Performance was broken into different components and was measured using 18 item scales which are mentioned below:

Process Performance was measured using a 3 item scale and each of them was measured on a 5 point rating scale (liker scale). The three item scale is then converted to a single item scale creating a composite variable for Process Performance which are discussed below:

Table 4.104 Indicators of People Performance

Latent Construct	**People Performance Indicators**
People Performance	Internal issues play absolutely no role in the attrition rate of your organization
	The productivity of the employees in your organization is higher than the industry average.
	The level of commitment of your employees towards the organization is very high
	Employees are willing to go the extra mile to put in additional efforts for the organization
	Compared to you competitors, absenteeism in your organization, is very low
	The levels of unhappiness and frustration of your employees towards the organization are very low
	The ability to learn and the adaptability of your employees comparedto your competitors is very high.

Source: Author

Customer Relationship Performance was measured using a 4 item scale and each of

them were measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Customer Relationship Performance which are discussed below:

Table 4.105 Indicators of Customer Relationship Performance

Latent Construct	Customer Relationship Performance Indicators
Customer Relationship Performance	Customer complaints received over the last five years have drastically decreased.
	The ability of the organization to retain existing and attract new clients has increased in last five years.
	The reputation of the organization, according to your clients, has drastically increased in last five years.
	The product return rate has drastically decreased over the last five years

Source: Author

Each item was measured on a five point scale, mentioned below: 1- Completely Disagreed

2- Somewhat Disagreed
3- Neutral
4- Somewhat Agreed
5- Completely Agreed

Hypothesis

- **H0:** There is no relationship between passive-avoidant leadership style and organizational performance **(p=0)**
- **H1:** There is a significant relationship between passive-avoidant leadership style and organizational performance **(p≠0)**

Level of Significance (a) = 0.05

Correlation Table

Table 4.106 – Spearman's Correlation - Passive-avoidant Leadership and Organizational Performance

Pair	Spearman's rho (p)	P-value	Result
Passive ↔ Process	-0.049	0.395	Not Significant
Passive ↔ Supplier	-0.058	0.318	Not Significant
Passive ↔ People	0.029	0.616	Not Significant
Passive ↔ Customer	-0.035	0.540	Not Significant

Source: Author

Conclusion

From the above table it can be seen that there is no significant relationship between passive-avoidant leadership & Process Performance (**p** =-0.049, **P-value**=0.395), passive- avoidant leadership & Supplier Relationship Performance (**p** =-0.058, **P-value**=0.318), passive-avoidant leadership & People Performance (**p** =0.029, **P-value**=0.616), passive- avoidant leadership & Customer Relationship Performance (**p** =-0.035, **P-value**=0.540).

Thus we accept the null hypothesis and reject the alternate hypothesis. Our final conclusion is there is no relationship between passive-avoidant leadership and organizational performance.

4.16 Research Question-14: Whether Entrepreneurial Orientation and Organizational Performance are co-related?

- Statistical Test: Spearman Rank Order Correlation
- Variables and Measurement

Entrepreneurial Orientation was measured using 23 item scales which are mentioned below: Entrepreneurial Orientation was measured using a 23 item scale and each of them were measured on a 5 point rating scale (likert scale). The twenty-three item scale is then converted to a single item scale creating a composite variable for EntrepreneurialOrientation which are discussed below.

Table 4.107 Indicators of Entrepreneurial Orientation

Latent Construct	Entrepreneurial orientation Indicators
Entrepreneurial Orientation	Employees in my organization do not rely on others at all and do not need any supervision in their job.
	Employees in my organization have complete freedom to use innovative methods to do their job.
	Employees in my organization are free to take their decisions independently. They need not to get approval from authorities.
	Employees in my organization are extremely inspired to manage their own work and are very flexible in their approach to solving problems.
	The organization is very innovative. It maintains the existing products but frequently introduces new products.
	The organization is very heavily invested in innovating products and processes.
	The number of products offered by the organization has steadily increased over the past 5 years.
	The organization is very heavily invested in looking for new opportunities.
	The Organization's processes and products have changed significantly (for the better) over the last 5 years
	The organization finds investing in new ideas and implementing them very effective.
	The organization feels its products and processes require continuous improvements.
	Currently I feel extremely empowered to innovate in the organization.
	The organization tries to exploit opportunities in cases of ambivalent decisions.
	Employees are free to take calculated risks when implementing new ideas
	The organization is always willing to take on high-risk projects.

Source: Author

Each item was measured on a five point scale, mentioned below:

1- Completely Disagreed
2- Somewhat Disagreed
3- Neutral
4- Somewhat Agreed
5- Completely Agreed

Organizational Performance was broken into different components and was measured using 18 item scales which are mentioned below:

rocess Performance was measured using a 3 item scale and each of them were measured on a 5 point rating scale (likert scale). The three item scale is then converted to a single item scale creating a composite variable for Process Performance which are discussed below:

Table 4.108 Indicators of Process Performance

Latent Construct	Process Performance Indicators
Process Performance	You are satisfied with your work in process inventory (products which are no longer raw material but have yet to become finished products)
	You are satisfied with the order-fulfillment lead time (time between placement and receipt of an order)
	You are satisfied with the product quality

Source: Author

Supplier Relationship Performance was measured using a 4 item scale and each of them were measured on a 5 point rating scale (likert scale). The four item scale is then converted to a single item scale creating a composite variable for Supplier Relationship Performance which are discussed below:

Table 4.109 Indicators of Supplier Relationship Performance

Latent Construct	Supplier Relationship Performance Indicators
Supplier Relationship Performance	You are satisfied with the product quality given by the supplier
	You are satisfied with the delivery performance of the supplier
	Your rapport with your suppliers is outstanding
	You have long term relationships with your suppliers and the frequency at which you change them is very low.

Source: Author

People Performance was measured using a 7 item scale and each of them were measured on a 5 point rating scale (likert scale). The seven item scale is then converted to a single

item scale creating a composite variable for People Performance which are discussed below:

Hypothesis

- **H0:** There is no relationship between Entrepreneurial Orientation and organizational performance **(p=0)**
- **H1:** There is a significant relationship between Entrepreneurial Orientation and organizational performance **(p≠0)**

Level of Significance (a) = 0.05

Correlation Table

Table 4.110 Spearman's Correlation - Entrepreneurial Orientation and Organizational Performance

Pair	Spearman's rho (p)	P-value	Result
Entrepreneurial ↔ Process	0.083	0.150	Not Significant
Entrepreneurial ↔ Supplier	0.261	0.000	Significant
Entrepreneurial ↔ People	0.247	0.000	Significant
Entrepreneurial ↔ Customer	0.195	0.001	Significant

Source: Author

Conclusion

From the above table it can be seen that there is a significant relationship between Entrepreneurial Orientation & Supplier Relationship performance (**p** =0.261, **P-value**=0.000), Entrepreneurial Orientation & People Performance (**p** =0.247, **P-value**=0.000), Entrepreneurial Orientation & Customer Relationship Performance (**p**

=0.195, **P-value**=0.001).It is also evident from above table that there is not a significant
relationship between Entrepreneurial Orientation & Process Performance (**p** =0.083, **P-value**=0.150).

Thus we reject the null hypothesis and accept the alternate hypothesis, which says that

there is a positive relationship between Entrepreneurial Orientation and organizational performance components, except for the process performance component.

4.17 Research Question-15: Whether transformational leadership impact organizational performance?

Statistical tests: Confirmatory factor analysis and Structural equation modeling

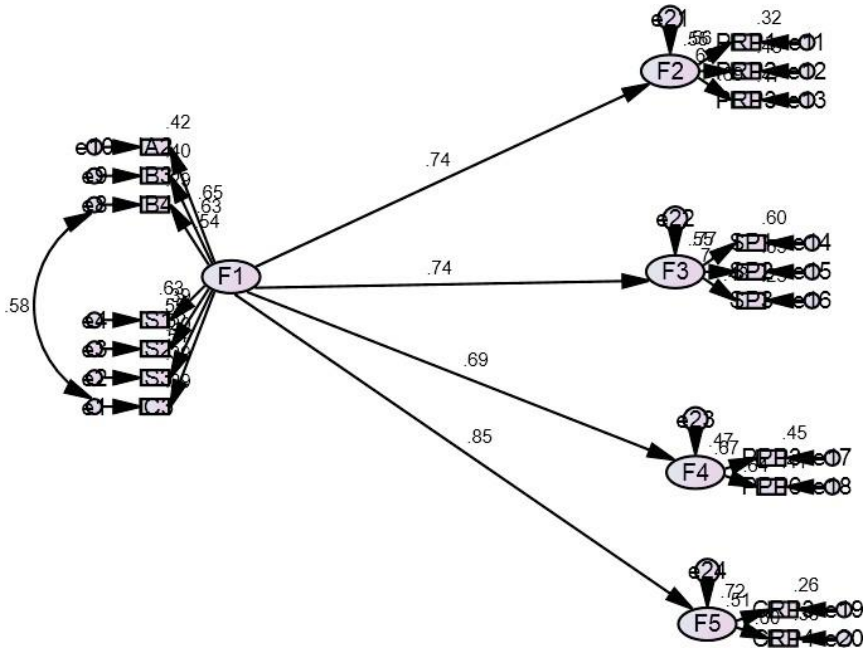
The Hypothetical Model

The model consists of one exogenous variable (transformational leadership) and four endogenous variables (process performance, supplier relationship performance, people performance, customer relationship performance).

The hypothetical paths are given below:

1. Transformational leadership is a positive predictor of process performance.
2. Transformational leadership is a positive predictor of supplier relationship performance.
3. Transformational leadership is a positive predictor of people performance.
4. Transformational leadership is a positive predictor of customer relationship performance.

Figure 4.38: SEM for Transformational Leadership and Organizational Performance



Source: Author

A two-step Structural Equation Modelling strategy using IBM SPSS Amos 20; a full information maximum likelihood procedure was employed in estimating the parameters. The measurement model was tested before the assessment of the structural model. Although the measurement model provides an assessment of convergent validity and discriminant validity of the latent factors, using the measurement model in conjunction with structural model enables a more comprehensive assessment of the full latent model.

Variable and Measurement

A list of one exogenous variable along with their measured indicators is given below:

Table 4.111Indicators of Transformational Leadership

Latent Construct	**Transformational Leadership Indicators**
IA-2	Leaving personal motives behind for the goodness of the group
IB-3	Taking responsibility for decisions taken and their consequences
IB-4	Putting stress on one mission for all
IS-1	Questioning whether assumptions are correct
IS-2	Taking several perspectives into consideration while problem solving
IS-3	Asking others to tackle the issues from different angles
IC-3	Understanding that every individual has differing requirements

Source: Author

A list of four endogenous variables along with their measured indicators is given below:

- Process Performance (PRP)
- Supplier Relationship Performance (SP)
- People Performance (PPP)
- Customer Relationship Performance (CRP)

Table 4.112 Indicators of Process Performance

Latent Construct	**Process Performance Indicators**
PRP1	You are satisfied with your work in process inventory (products which are no longer raw material but have yet to become finished products)
PRP2	You are satisfied with the order-fulfillment lead time (time between placement and receipt of an order)

PRP3	You are satisfied with the product quality

Source: Author

Table 4.113 Indicators of Supplier Relationship Performance

Latent Construct	**Supplier Relationship Performance Indicators**
SP1	You are satisfied with the product quality given by the supplier
SP2	You are satisfied with the delivery performance of the supplier
SP3	Your rapport with your suppliers is outstanding

Source: Author

- Discriminant Validity

  Factor Loading: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant (loading values above 0.5) indicate convergent validity. Originally the construct was measured using 38 items; however the initial CFA results showed poor factor loadings for items IA-1, IA-3,IA-4, IB-1, IB-2,IM-1, IM-2, IM-3, IM-4, IS-4, IC-1, IC-2, IC-4,SP-4,PPP-1,PPP-

  2,PPP-4,PPP-5,PPP-7,CRP-1,CRP-2. These were below the threshold value of

  0.5. Hence CFA was repeated on a reduced list of items to improve the model fit. The following table shows construct, items of construct and their loading values. Note that the loading of all constructs are above the threshold mark of 0.5 except SP-3 and CRP-3 which has marginally missed the threshold.

Table 4.114 Discriminant Validity for Transformational Leadership and Organizational Performance

	Transformational Leadership	**Process Performance**	**Supplier Relationship Performance**	**People Performance**	**Customer Relationship Performance**

Transformational Leadership	0.358	0.582	0.592	0.331	0.6
Process Performance	0.582	0.422	0.219	0.185	0.42
Supplier Relationship Performance	0.592	0.219	0.456	0.240	0.331
People Performance	0.331	0.185	0.240	0.446	1.002
Customer Relationship Performance	0.6	0.42	0.331	1.002	0.311

Source: Author

Diagonal values are the average variance extracted off. Diagonal values are squared correlation scores between constructs.

- Discriminant validity results between **Transformational Leadership** and **Process Performance** showed poor discrimination.
- Discriminant validity results between **Transformational Leadership** and **Supplier Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Transformational Leadership** and **PeoplePerformance** showed good discrimination.
- Discriminant validity results between **Transformational Leadership** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between Process Performance and **Transformational Leadership** showed poor discrimination.
- Discriminant validity results between **Process Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **Customer**

Relationship Performance showed good discrimination.

- Discriminant validity results between **Supplier Relationship Performance** and **Transformational Leadership** showed poor discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Process Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Customer Relationship Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Transformational Leadership** showed good discrimination.
- Discriminant validity results between **People Performance** and **Process Performance** showed good discrimination
- Discriminant validity results between **People Performance** and **Supplier Relationship Performance** showed good discrimination
- Discriminant validity results between **People Performance** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Transformational Leadership** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Process Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **Customer Relationship Performance**

and

People Performance showed poor discrimination.

Conclusion

Fit indices CMIN/DF, CFI, PNFI, and RMSEA suggest an adequate fit between the sample data and the theoretical model. Construct reliability, average variance extracted, and composite reliability suggest that the construct items have internal consistency and the measures are valid. Discriminant validity results showed strong discrimination constructs. Since the measurement model is valid we can proceed to test the structural model.

Assessing the structural model (Structural Equation Modeling): Four criteria were employed to assess the SEM model.

Table 4.115 Significance of Paths - Transformational Leadership and Organizational Performance

Path	**Standardized Regression Weight**	**p- value**	**Results**
Transformational Leadership – ProcessPerformance	0.742	0.000	Supported
Transformational Leadership – SupplierRelationship Performance	0.739	0.000	Supported
Transformational Leadership – PeoplePerformance	0.687	0.000	Supported
Transformational Leadership – CustomerRelationship Performance	0.846	0.000	Supported

Source: Author

Conclusion

Transformational leadership is a positive predictor of process performance.

Transformational leadership is a positive predictor of supplier relationship performance.
Transformational leadership is a positive predictor of people performance.
Transformational leadership is a positive predictor of customer relationship performance.

4.18 Research Question-16: Whether transactional leadership impact organizational performance?

Statistical tests: Confirmatory factor analysis and Structural equation modeling

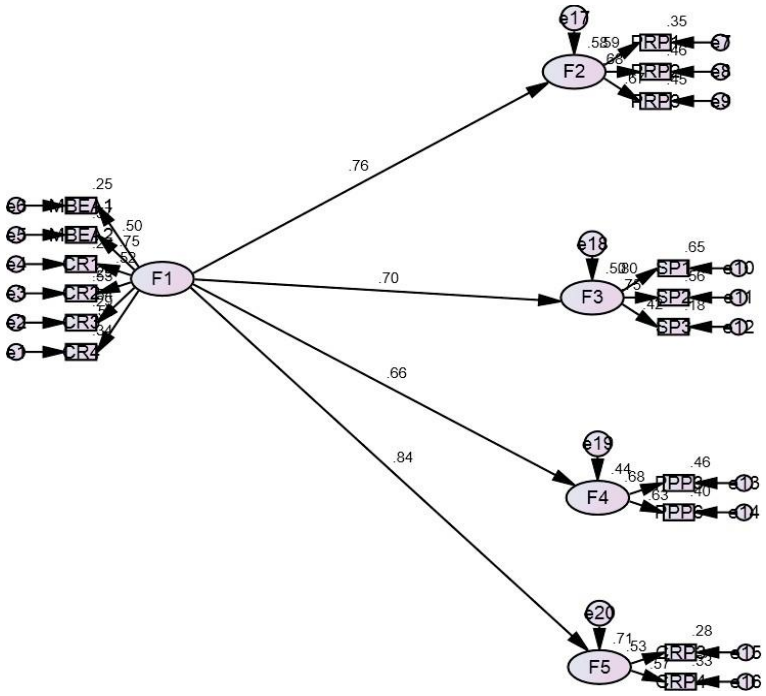
Hypothetical Model

The model consists of one exogenous variable (transactional leadership) and four endogenous variables (process performance, supplier relationship performance, people performance, customer relationship performance).

The hypothetical paths are given below:

1. Transactional leadership is a positive predictor of process performance.
2. Transactional leadership is a positive predictor of supplier relationshipperformance.
3. Transactional leadership is a positive predictor of people performance.
4. Transactional leadership is a positive predictor of customer relationship performance.

Figure 4.39: SEM for Transactional Leadership and Organizational Performance



Source: Author

A two-step Structural Equation Modelling strategy using IBM SPSS Amos 20; a full information maximum likelihood procedure was employed in estimating the parameters. The measurement model was tested before the assessment of the structural model. Although the measurement model provides an assessment of the convergent validity and the discriminant validity of the latent factors, the measurement model in conjunction withstructural model enables a more comprehensive assessment of the full latent model.

Variable and Measurement: A list of one exogenous variable along with their measured indicators is given below:

(Management-by-Exception Active, Contingent Reward)

Table 4.116 Indicators of Transactional Leadership

Latent Construct	**Transactional Leadership Indicators**
MBEA1	Focusing on getting off the track from set standards
MBEA2	Focusing on managing shortfalls
CR1	Rewarding others for putting additional efforts
CR2	Deciding the responsibilities and targets
CR3	Ensuring clarity of rewards if targets were achieved

CR4	Showing satisfaction is there if the expected outcomes have beenachieved

Source: Author

A list of four endogenous variables along with their measured indicators is given below:

(Process Performance (PRP), Supplier Relationship Performance (SP), PeoplePerformance (PPP), Customer Relationship Performance (CRP))

Table 4.117 Indicators of People Performance

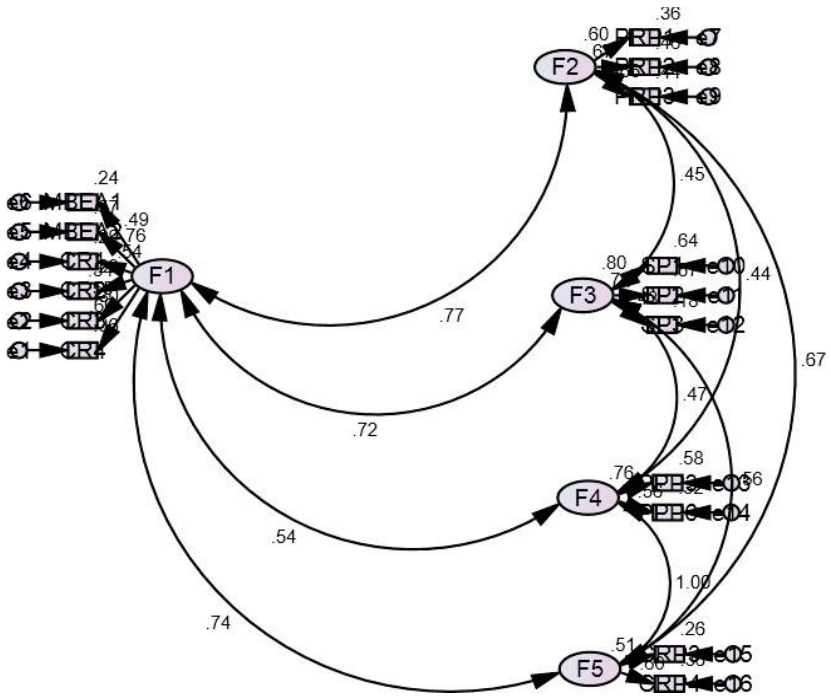
Latent Construct	**People Performance Indicators**
PPP3	The level of commitment of your employees towards the organization is very high
PPP6	The levels of unhappiness and frustration of your employees towards the organization are very low

Source: Author

Confirmatory Factor Analysis: Confirmatory factor analysis is a way of testing how well the indicators of a construct represent the construct. SEM involves testing two models: the measurement model and the structural model. CFA is used to validate the measurement model. The researcher's hypothesized model includes five latent constructs: Transactional leadership (Contingent Reward and Management by Exception-Active), Process Performance, Supplier Relationship Performance, People Performance and Customer Relationship Performance.

Confirmatory factor analysis was used to validate the following structure (measurement model) using IBM Amos 20.

Figure 4.40 – CFA Model - Transactional Leadership and Organizational Performance



Source: Author

Assessing the Model Fit:

Model fit was assessed using CMIN/DF, CFI, PNFI, RMSEA; the result of this model fitindices are given below.

Table 4.118 CFA Model Fit Indices for Transactional Leadership and Organizational Performance

Fit Indices	**Observed**	**Criteria**	**Result**
CMIN/DF	2.780	Less than 5	Accepted fit
CFI	0.873	More than 0.9 for good fit, between 0.9 to 0.8 for borderline fit	Borderlinefit
PNFI	0.641	More than 0.5	Accepted fit
RMSEA	0.077	Less than 0.08 for adequate fit, between 0.08 andless than 0.1 borderline fit	Adequate fit

Source: Author

All the above fit indices suggest an acceptable fit between the sample data and thehypothesized model.

Construct Validity & Reliability: Construct validity is the extent to which a set of measured items actually reflect the theoretical latent construct they are designed to measure. It includes:

- Convergent Validity:
  - Factor Loadings
  - Average Variance Extracted
  - Composite Reliability
- Discriminant Validity

Factor Loading: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant (loading values above 0.5) indicate convergent validity. Originally the construct was measured using 26 items, however the initial CFA results showed poor factor loadings for items MBEA-3, MBEA-4, SP-4, PPP- 1, PPP-2, PPP-4, PPP-5, PPP-7, CRP-1, CRP-2. These were below the threshold value of

0.5. Hence CFA was repeated on a reduced list of items to improve the model fit.

Table 4.119 Discriminant Validity for Transactional Leadership and Organizational Performance

	Transactional Leadership	**Process Performance**	**Supplier Relationship Performance**	**People Performance**	**Customer Relationship Performance**
Transactional Leadership	0.341	0.599	0.512	0.289	0.553

Process Performance	0.599	0.419	0.206	0.191	0.446
Supplier Relationship Performance	0.512	0.206	0.463	0.223	0.313
People Performance	0.289	0.191	0.223	0.448	1.004
Customer Relationship Performance	0.553	0.446	0.313	1.004	0.309

Source: Author

Diagonal values are the average variance extracted off. Diagonal values are the squaredcorrelation scores between constructs.

- Discriminant validity results between **Transactional Leadership** and **Process Performance** showed poor discrimination.
- Discriminant validity results between **Transactional Leadership** and **Supplier Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Transactional Leadership** and **People Performance** showed good discrimination.
- Discriminant validity results between **Transactional Leadership** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Process Performance** and **Transactional Leadership showed** poor discrimination.
- Discriminant validity results between **Process Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Transactional Leadership** showed poor discrimination.

- Discriminant validity results between **Supplier Relationship Performance** and **Process Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Customer Relationship Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Transactional Leadership** showed good discrimination.
- Discriminant validity results between **People Performance** and **Process Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Transactional Leadership** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Process Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Supplier Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **People Performance** showed poor discrimination.

Conclusion

Fit indices CMIN/DF, CFI, PNFI, and RMSEA suggest an adequate fit between the

sample data and the theoretical model. Construct reliability, average variance extracted, and Composite Reliability (alpha) suggest that construct items have internal consistency and the measures are valid. Discriminant validity results showed strong discrimination constructs. Since the measurement model is valid we can proceed to test the structural model.

Assessing the structural model (Structural Equation Modeling - SEM):Four criteria were employed to assess the SEM model.

Table 4.120 SEM Model Fit Indices - Transactional Leadership and Organizational Performance

Fit Indices	**Observed**	**Criteria**	**Result**
CMIN/DF	3.178	Less than 5	Accepted fit
CFI	0.835	More than 0.9 for good fit, between 0.9 to 0.8 for borderline fit	Borderlinefit
PNFI	0.649	More than 0.5	Accepted fit
RMSEA	0.085	Less than 0.08 for adequate fit, between 0.08 and less than 0.1 borderline fit	Borderlinefit

Source: Author

The fit indices suggest a good fit between the sample data and the hypothetical model.

Assessing the significance of paths: The strength and significance of the paths were assessed using standardized regression weights and p-value. The following table shows the results for the relationships between the exogenous and endogenous variables.

Table 4.121 Significance of Path - Transactional Leadership and Organizational Performance

Path	**Standardized Regression Weight**	**p- value**	**Results**
Transactional Leadership – Process Performance	0.761	0.000	Supported

Transactional Leadership – Supplier Relationship Performance	0.704	0.000	Supported
Transactional Leadership – People Performance	0.664	0.000	Supported
Transactional Leadership – Customer Relationship Performance	0.841	0.000	Supported

Source: Author

Conclusion

Transactional leadership is a positive predictor of process performance. Transactional leadership is a positive predictor of supplier relationship performance. Transactional leadership is a positive predictor of people performance.

Transactional leadership is a positive predictor of customer relationship performance.

4.19 Research Question-17: Whether passive-avoidant leadership impact organizational performance?

Statistical tests: Confirmatory factor analysis and Structural equation modeling

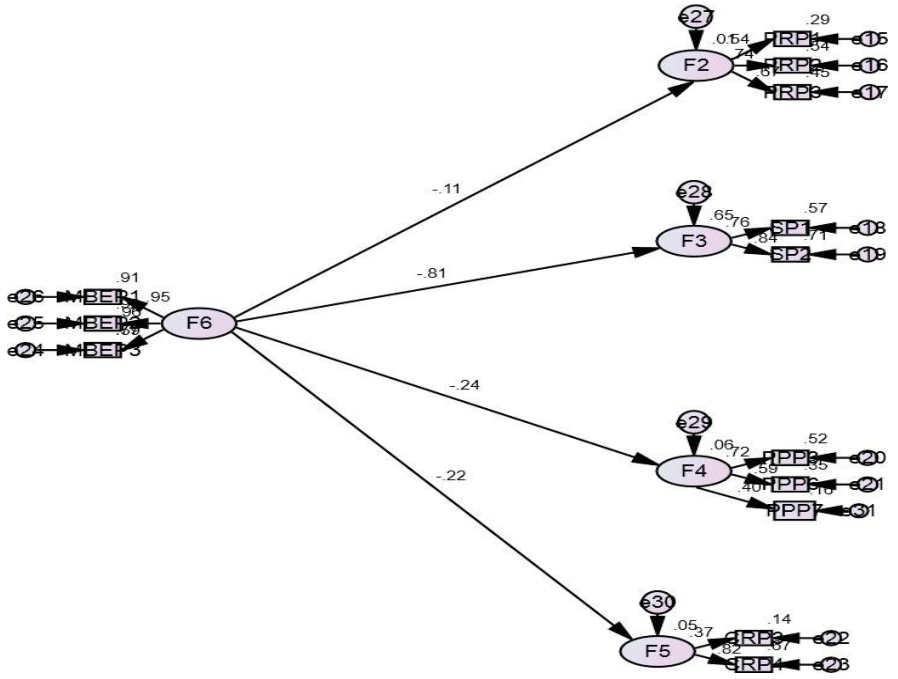
The Hypothetical Model

The model consists of one exogenous variable (passive-avoidant leadership) and four endogenous variables (process performance, supplier relationship performance, people performance, customer relationship performance).

The hypothetical paths are given below:

1. Passive-avoidant leadership is a negative predictor of process performance.
2. Passive-avoidant leadership is a negative predictor of supplier relationship performance.
3. Passive-avoidant leadership is a negative predictor of people performance.
4. Passive-avoidant leadership is a negative predictor of customer relationship performance.

Figure 4.41 – SEM Model for Passive-avoidant Leadership and Organizational Performance



Source: Author

A two-step Structural Equation Modelling strategy using IBM SPSS Amos 20; a full information maximum likelihood procedure was employed in estimating the parameters. The measurement model was tested before the assessment of the structural model. Although the measurement model provides an assessment of the convergent validity and the discriminant validity of the latent factors, the measurement model in conjunction with the structural model enables a more comprehensive assessment of the full latent model.

Variable and Measurement: A list of one exogenous variable along with their measured indicators is given below:

(Management-by-Exception Passive)

Table 4.122 Indicators of Passive-avoidant Leadership

Latent Construct	**Passive-Avoidant Leadership Indicators**

MBEP1	Not interfering until the problem becomes severe
MBEP2	Trying to escape and stay away from important issues
MBEP3	Being unavailable when there is a need

Source: Author

List of four endogenous variables along with their measured indicators is given below:

- Process Performance (PRP)
- Supplier Relationship Performance (SP)
- People Performance (PPP)
- Customer Relationship Performance (CRP)

Table 4.123 Indicators of Customer Relationship Performance

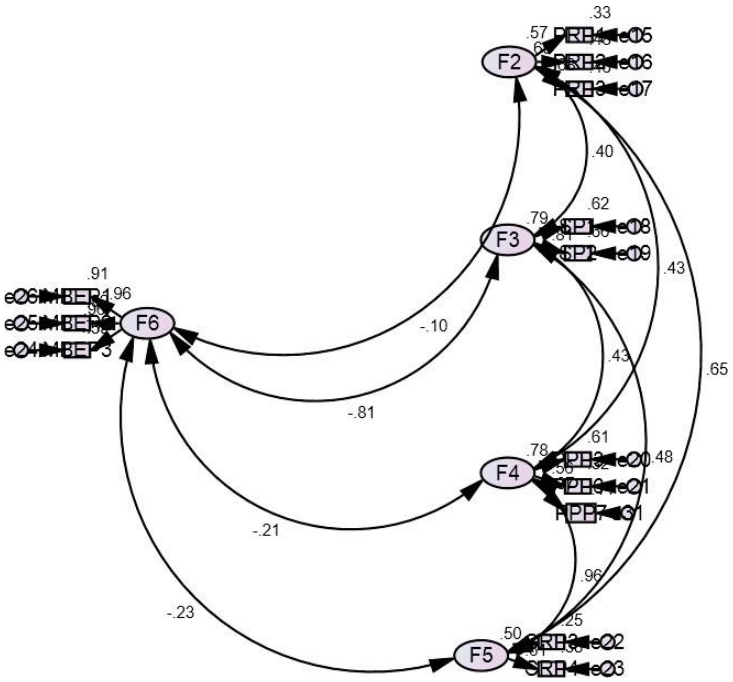
Latent Construct	**Customer Relationship Performance Indicators**
CRP3	The reputation of the organization, according to your clients, has drastically increased in last five years.
CRP4	The product return rate has drastically decreased over the last five years

Source: Author

Confirmatory Factor Analysis: Confirmatory factor analysis is a way of testing how well the indicators of a construct represent the construct. SEM involves testing two models: the measurement model and the structural model. CFA is used to validate the measurement model. The researcher's hypothesized model includes five latent construct (Passive-avoidant leadership, Process Performance, Supplier Relationship Performance, People Performance and Customer Relationship Performance).

Confirmatory analysis was used to validate the following structure (measurement model) using IBM Amos 20.

Figure 4.42: CFA Model - Passive-avoidant Leadership and Organizational Performance



Source: Author

Assessing the Model Fit:
Model fit was assessed using CMIN/DF, CFI, PNFI, RMSEA; the result of this model fitindices are given below:

Table 4.124 CFA - Passive-avoidant Leadership and Organizational Performance

Fit Indices	**Observed**	**Criteria**	**Result**
CMIN/DF	1.890	Less than 5	Acceptedfit
CFI	0.971	More than 0.9 for good fit, between 0.9 to 0.8 forborderline fit	Acceptedfit
PNFI	0.663	More than 0.5	Acceptedfit
RMSEA	0.055	Less than 0.08 for adequate fit, between 0.08 and less than 0.1 borderline fit	Adequatefit

Source: Author

All the above fit indices suggest an acceptable fit between the sample data and the hypothesized model.

Construct Validity & Reliability: Construct validity is the extent to which a set of

measured items actually reflect the theoretical latent construct they are designed to measure. It includes:

- Convergent Validity:
  - Factor Loadings
  - Average Variance Extracted
  - Composite Reliability
- Discriminant Validity

Factor Loading: The size of factor loading is an important indicator of convergent validity. Factor loadings that are significant (loading values above 0.5) indicate convergent validity. Originally the construct was measured using 26 items, however the initial CFA results showed poor factor loadings for items MBEP-4,LF-1,LF-2,LF-3,LF-4,SP-3,SP-4,PPP-1,PPP-2,PPP-4,PPP-5,CRP-1,CRP-2. These were below the threshold value of 0.5. Hence CFA was repeated on a reduced list of items to improve the model fit.The following table shows the construct, construct items, and their loading values. Note that loading of all constructs are above the threshold mark of 0.5 except PPP-7 and CRP- 3, which are marginally missed.

Table 4.125 Factor Loadings - Passive-avoidant Leadership and Organizational Performance

Construct	**Item**	**Factor Loading**
Passive-avoidant leadership	MBEP1	0.955
	MBEP2	0.961
	MBEP3	0.771
Process performance	PRP1	0.572
	PRP2	0.693
	PRP3	0.678

Supplier relationshipperformance	SP1	0.786
	SP2	0.811
People performance	PPP3	0.781
	PPP6	0.563
	PPP7	0.370
Customer relationship performance	CRP3	0.498
	CRP4	0.613

Source: Author

Average Variance Extracted (AVE): Average variance extracted is another important indicator of construct validity. As a rule of thumb AVE of 0.5 or higher suggests adequate convergence. The average variance extracted for all constructs are above 0.5 except Process Performance, People Performance, and Customer Relationship Performance. Composite Reliability (Alpha): Composite Reliability (alpha) is one of the most widely used measures of internal consistency in structural equation modeling. If items correlate well they are said to be measuring the same construct. Alpha values above 0.6 indicate adequate reliability for a construct. Table no.259 shows that the alpha values for all the constructs except for Customer Relationship Performance are above the threshold markof 0.6.

Table 4.126 Discriminant Validity-Passive-avoidant Leadership and Organizational Performance

	Passive-avoidant Leadership	**Process Performance**	**Supplier Relationship Performance**	**People Performance**	**Customer Relationship Performance**
Passive-avoidant Leadership	0.809	0.009	0.651	0.043	0.051
Process Performance	0.009	0.422	0.157	0.184	0.42
Supplier Relationship Performance	0.651	0.157	0.637	0.18	0.23

People Performance	0.043	0.184	0.18	0.354	0.923
Customer Relationship Performance	0.051	0.42	0.23	0.923	0.212

Source: Author

Diagonal values are average variance extracted off. Diagonal values are squared correlation scores between constructs.

- Discriminant validity results between **Passive-avoidant Leadership** and **ProcessPerformance** showed good discrimination.
- Discriminant validity results between **Passive-avoidant Leadership** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **Passive-avoidant Leadership** and **People Performance** showed good discrimination.
- Discriminant validity results between **Passive-avoidant Leadership** and **Customer Relationship Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **Passive-avoidant Leadership** showed good discrimination.
- Discriminant validity results between **Process Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Process Performance** and **Customer Relationship Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Passive-avoidant Leadership** showed poor discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Process Performance** showed good discrimination.

- Discriminant validity results between **Supplier Relationship Performance** and **People Performance** showed good discrimination.
- Discriminant validity results between **Supplier Relationship Performance** and **Customer Relationship Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Passive-avoidantLeadership** showed good discrimination.
- Discriminant validity results between **People Performance** and **Process Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Supplier Relationship Performance** showed good discrimination.
- Discriminant validity results between **People Performance** and **Customer Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Passive-avoidant Leadership** showed good discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Process Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **Supplier Relationship Performance** showed poor discrimination.
- Discriminant validity results between **Customer Relationship Performance** and **People Performance** showed poor discrimination.

Conclusion

Fit indices CMIN/DF, CFI, PNFI, and RMSEA suggest an adequate fit between the sample data and the theoretical model. Construct reliability, average variance extracted,

and Composite Reliability (alpha) suggest that construct items have internal consistency and the measures are valid. Discriminant validity results showed strong discrimination constructs. Since the measurement model is valid we can proceed to test the structural model. Assessing the Structural Model (Structural Equation Modeling - SEM): Four criteria were employed to assess the SEM model.

Table 4.127 Significance of Paths Passive-avoidant Leadership and Organizational Performance

Path	Standardized Regression Weight	p-value	Results
Passive-avoidant Leadership – Process Performance	-0.114	0.111	Not Supported
Passive-avoidant Leadership – Supplier Relationship Performance	-0.808	0.000	Supported
Passive-avoidant Leadership - People Performance	-0.239	0.001	Supported
Passive-avoidant Leadership – Customer Relationship Performance	-0.220	0.163	Not Supported

Source: Author

Conclusion

1. Passive-avoidant leadership is not a significant predictor of process performance.
2. Passive-avoidant leadership is a negative predictor of supplier relationship performance.
3. Passive-avoidant leadership is a negative predictor of people performance.
4. Passive-avoidant leadership is not a significant predictor of customer relationshipperformance.

4.20 Research Question-18: Whether entrepreneurial orientation impact organizational performance?

Statistical tests: Confirmatory factor analysis and Structural equation modeling

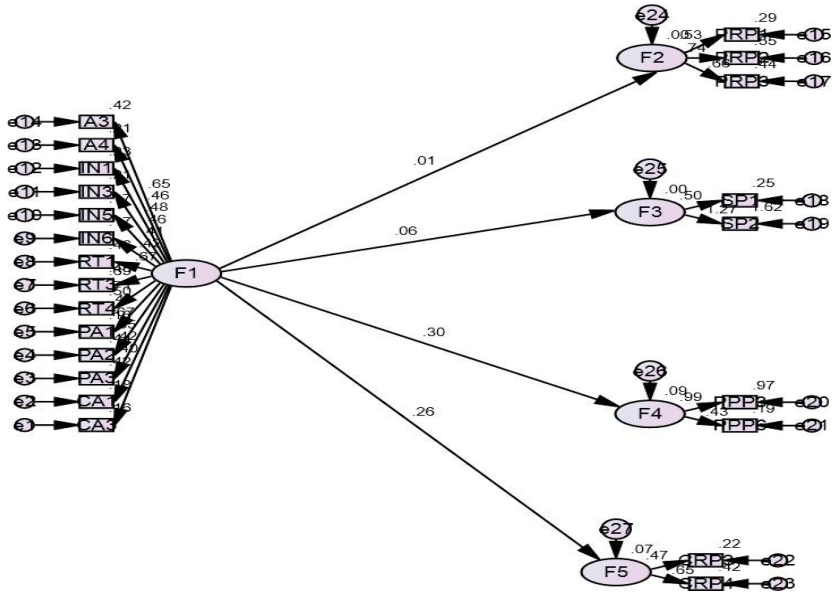
The Hypothetical Model

The model consists of one exogenous variable (entrepreneurial orientation) and four endogenous variables (process performance, supplier relationship performance, people performance, customer relationship performance).

The hypothetical paths are given below:

1. Entrepreneurial orientation is a positive predictor of process performance.
2. Entrepreneurial orientation is a positive predictor of supplier relationshipperformance.
3. Entrepreneurial orientation is a positive predictor of people performance.
4. Entrepreneurial orientation is a positive predictor of customer relationshipperformance.

Figure 4.43: SEM Model for Entrepreneurial Orientation and Organizational Performance



Source: Author

A two-step Structural Equation Modeling strategy using IBM SPSS Amos 20; a full information maximum likelihood procedure was employed in estimating the parameters. The measurement model was tested before the assessment of the structural model. Although the measurement model provides an assessment of the convergent validity and

the discriminant validity of the latent factors, the measurement model in conjunction with the structural model enables a more comprehensive assessment of the full latent model.

Table 4.128 Indicators of Process Performance

Latent Construct	Process Performance Indicators
PRP1	You are satisfied with your work in process inventory (products which areno longer raw material but have yet to become finished products)
PRP2	You are satisfied with the order-fulfillment lead time (time between placement and receipt of an order)
PRP3	You are satisfied with the product quality

Source: Author

Table 4.129 CFA Model Fit Indices for Entrepreneurial Orientation and Organizational Performance

Fit Indices	Observed	Criteria	Result
CMIN/DF	2.503	Less than 5	Accepted fit
CFI	0.826	More than 0.9 for good fit, between 0.9 to 0.8 for borderline fit	Borderlinefit
PNFI	0.647	More than 0.5	Accepted fit
RMSEA	0.071	Less than 0.08 for adequate fit, between 0.08 and less than 0.1 borderline fit	Adequate fit

Source: Author

All the above fit indices suggest an acceptable fit between the sample data and the hypothesized model.

Construct Validity & Reliability: Construct validity is the extent to which a set of measured items actually reflect the theoretical latent construct they are designed to measure. It includes:

- Convergent Validity:
  - Factor Loadings
  - Average Variance Extracted
  - Composite Reliability

Average Variance Extracted (AVE): Average variance extracted is another important

indicator of construct validity. As a rule of thumb AVE of 0.5 or higher suggests adequate convergence. Average variance extracted for all constructs are above 0.5 except

Entrepreneurial Orientation, Process Performance, People Performance, and Customer Relationship Performance.

Composite Reliability (Alpha): Composite Reliability (alpha) is one of the most widely used measures of internal consistency in structured equation modeling. If items correlate well they are said to be measuring the same construct. Alpha values above 0.6 indicate adequate reliability for a construct.

Table 270 shows that alpha values for all the constructs except for Customer RelationshipPerformance are above the threshold mark of 0.6.

Table 4.130 AVE Extracted for Entrepreneurial Orientation and Organizational Performance

Construct	**No. of Items**	**Composite Reliability**	**AVE(Construct Validity)**
Entrepreneurial Orientation	14	0.850	0.301
Process Performance	3	0.685	0.421
Supplier Relationship Performance	2	0.805	0.681
People Performance	2	0.618	0.454
Customer Relationship Performance	2	0.471	0.310

Source: Author

Discriminant Validity: Constructs should be unrelated. Discriminant validity assesses the extent to which a construct is truly distinct from the other constructs in the model. High discrimination validity provides evidence that a construct is unique and different from therest and has phenomena that other measures do not. Discriminant validity exists if the average variance extracted is greater than r2 between two constructs. Put another

way, the square root of AVE should be larger than the correlations between constructs.

Table 4.130 Discriminant Validity for Entrepreneurial Orientation and Organizational Performance

	Entrepreneurial Orientation	**Process Performance**	**Supplier Relationship Performance**	**People Performance**	**Customer Relationship Performance**
Entrepreneurial Orientation	0.302	0.0006	0.0001	0.1024	0.0506
Process Performance	0.0006	0.421	0.1513	0.1797	0.4382
Supplier Relationship Performance	0.0001	0.1513	0.681	0.1592	0.251
People Performance	0.1024	0.1797	0.1592	0.454	0.982
Customer Relationship Performance	0.0506	0.4382	0.251	0.982	0.310

Source: Author

Diagonal values are average variance extracted off. Diagonal values are squared correlation scores between constructs.

- Discriminant validity results between Entrepreneurial Orientation and Process Performance showed good discrimination.
- Discriminant validity results between Entrepreneurial Orientation and

  Supplier Relationship Performance showed good discrimination.
- Discriminant validity results between Entrepreneurial Orientation and People Performance showed good discrimination.
- Discriminant validity results between Entrepreneurial Orientation and

Customer Relationship Performance showed good discrimination.

- Discriminant validity results between Process Performance and Entrepreneurial Orientation showed good discrimination.
- Discriminant validity results between Process Performance and Supplier Relationship Performance showed good discrimination.
- Discriminant validity results between Process Performance and People Performance showed good discrimination.
- Discriminant validity results between Process Performance and Customer Relationship Performance showed poor discrimination.
- Discriminant validity results between Supplier Relationship Performance and Entrepreneurial Orientation showed good discrimination.
- Discriminant validity results between Supplier Relationship Performance and Process Performance showed good discrimination.
- Discriminant validity results between Supplier Relationship Performance and People Performance showed good discrimination.
- Discriminant validity results between Supplier Relationship Performance and Customer Relationship Performance showed good discrimination.
- Discriminant validity results between People Performance and Entrepreneurial Orientation showed good discrimination.
- Discriminant validity results between People Performance and Process Performance showed good discrimination.
- Discriminant validity results between People Performance and Supplier Relationship Performance showed good discrimination.
- Discriminant validity results between People Performance and Customer Relationship Performance showed poor discrimination.
- Discriminant validity results between Customer Relationship Performance and
- Entrepreneurial Orientation showed good discrimination.
- Discriminant validity results between Customer Relationship Performance and
- Process Performance showed poor discrimination.
- Discriminant validity results between Customer Relationship Performance and

- Supplier Relationship Performance showed good discrimination.
- Discriminant validity results between Customer Relationship Performance and
- People Performance showed poor discrimination.

Conclusion

Fit indices CMIN/DF, CFI, PNFI, and RMSEA suggest an adequate fit between the sample data and the theoretical model. Construct reliability, average variance extracted, and Composite Reliability (alpha) suggest that construct items have internal consistency and the measures are valid. Discriminant validity results showed strong discrimination constructs. Since the measurement model is valid we can proceed to test the structural model.

Table 4.131 Significance of Paths - Entrepreneurial Orientation and Organizational Performance

Path	**Standardized RegressionWeight**	**p-value**	**Results**
Entrepreneurial Orientation – Process Performance	0.007	0.92	Not Supported
Entrepreneurial Orientation – Supplier Relationship Performance	0.064	0.60	Not Supported
Entrepreneurial Orientation – People Performance	0.297	0.00	Supported
Entrepreneurial Orientation – Customer Relationship Performance	0.262	0.05	Supported

Source: Author

Conclusion

1. Entrepreneurial orientation is not a positive predictor of process performance.
2. Entrepreneurial orientation is not a positive predictor of supplier relationship performance.
3. Entrepreneurial orientation is a positive predictor of people performance.
4. Entrepreneurial orientation is a positive predictor of customer relationship performance.

CHAPTER V:
DISCUSSION AND CONCLUSION

5.1 Discussion of Result

The sole purpose of this chapter is to segregate the complete research findings of this quantitative study, discuss the results, and from the results come to a conclusion. A data analysis has been performed to assess the demographics, descriptive statistics have been tested for all the variables involved in the research and various statistical tests have been performed to test the research question, all of which will help to assess the hypothesis.

- **Demographics Assessment**

Demographic information was examined from all the participants in the research study. This information is important in helping us to determine whether the participants in the study are a representative sample of the population. If they are, we are safe to generalize the results. The demographics have been treated as independent variables in this research design.

Demographic information was captured about age, experience, gender, qualification,designation, and quality certification. Respondents gave their age and it was grouped into 5 groups ranging from less than 30years to 60+ years. It was found that most respondents who were engaged in business activities were in the age group between 30-40 years, followed by the less than 30 years old group, which was followed by the 40-50 years age group.

The conclusion here is that when it comes to business activities, respondents who are below 50 years of age make a bigger chunk of individuals than the respondents who are above 50 years of age.

The respondents were also asked about their experience level. The number of years of experience was grouped into 4 groups ranging from less than 10 years to 30+ years. It was found that most individuals have less than 10 years of experience, followed by the individuals with experience ranging between 10-20 years, followed by the individuals with an experience level between 20-30 years.

The conclusion here is that the majority of the respondents have less than 30 years' experience.

The respondents were asked about their gender, which was classified into two groups, namely male and female. It was found that in business activities males are much more common than females.

The respondents were also asked about their level of qualifications. The qualifications were then grouped into 3 groups, namely under-graduate, graduate and post graduate. It was found that in terms of business activities, graduates were more common than post graduates and undergraduates.

The respondents were also asked to answer whether they have any quality certification or not. It was found that only 8% of the total samples have quality certification with them. The respondents were asked about their designation. It was found that in terms of business activities owners and managers are same in total samples, where owners are slightly more common than managers. Lastly, the respondents were assessed for their dominant leadership styles and it has been found that Transactional leadership respondents were high followed by Transformational and Passive-avoidant Leadership

The findings confirm that the demographics of individuals who are engaged in business activities are either in their early thirties or late thirties, with the majority of them having graduation degrees. Most have less than 20 years of experience and have been serving their organizations as owners or managers of SME's from manufacturing industry of Maharashtra.

- **Descriptive Assessment**

The respondents of the study were exposed to various statements about perspectives on leadership styles, perspectives on entrepreneurial orientations and perspectives on organizational performance. The study involved 77 statements which were examined using descriptive statistics. The leadership styles assessment involved 36 statements, entrepreneurial orientation involved 23 statements and organizational performance involved 18 statements.

The results of leadership styles confirms and leads to the conclusion that owners/managers of SME's from the manufacturing industry of Maharashtra practice transformational leadership and transactional leadership behavior more frequently than passive-avoidant leadership behavior.

The results of entrepreneurial orientations confirms and lead to conclusion that owners/manager of SME's from the manufacturing industry of Maharashtra have autonomy in their work, they are risk takers, and they are innovative and proactive in their approaches, which allows them to be aggressive in competitively outperforming others in business activities. The results of organizational performance confirms and lead to conclusion that owners/managers of SME's from the manufacturing industry of Maharashtra are very much satisfied with the way their

organizations are performing on various fronts such as process performance, supplier relationship performance, people performance, and customer relationship performance.

- **Hypothesis Assessment**

The sole purpose of this quantitative research study was to explore the impact of leadership styles and entrepreneurial orientation on organizational performance of SME's in the manufacturing industry in Maharashtra. This section will present the conclusion to each research question for which a hypothesis was formulated and tested.

5.2 Research Question-1:

Does gender influence Leadership Styles and Entrepreneurial orientation?

The answer to this question was developed from a data analysis of the survey. The researcher has found that owners/managers have shown three different leadership styles. These styles are transformational, transactional and passive-avoidant leadership styles. The finding suggests that there is no influence of gender on leadership styles and entrepreneurial orientation. The literature also suggests that there is a no influence of gender on leadership styles (Samantha C. Paustian-Underdahl, 2014). Similarly other research scholars suggested that they have found influence of gender on entrepreneurial orientation (Daniel Quaye, 2015).

5.3 Research Question-2:

Does age influence Leadership Styles and Entrepreneurial orientation?

Data analysis results of the survey helped in developing the answer to this question. The researcher has found that owners/managers have shown three different leadership styles. Those styles are transformational, transactional and passive-avoidant leadership styles. The findings have suggested that age influences entrepreneurial orientation only and does not influence the leadership style of owners/managers. The individuals in the age groupof less than 30 years old and the individuals in the age group more than 50 years showed high entrepreneurial spirit when compared with other age groups, but the highest number of individuals with high entrepreneurial spirit were in the young age group. The previous literature suggests that age does influence entrepreneurial orientation but inversely. The entrepreneurial spirit reported in the literature is higher in the younger age groups than it is in the higher age groups (Kaunda, 2012). Some research scholars contradict this such as Rotefoss and Kolvereid who suggested that the necessary competencies required for entrepreneurship increase with age.

5.4 Research Question-2:

Does experience influence Leadership Styles and Entrepreneurial orientation?

The data analysis results of the survey suggest that the experience of owners/managers has no influence on leadership styles and entrepreneurial orientation. It has been studied from past literature that SME's in developing nations have often suffered from a lack of experience and skills, these SME's also face the limitations of experience while participating in international activities (Taylor, 2013). Experience doesn't influence leadership styles, as (Fiedler, 1968) has mentioned that if experience is contributing any value to leadership it has to generalizable to other situations also, thus it doesn't relate to have any impact on leadership style of owners/managers.

5.5 Research Question-4:

Does qualification influence Leadership Styles and Entrepreneurial orientation?

Data analysis results of the survey helped in developing the answer to this question. The researcher has found that qualification has an influence on leadership styles only itdoesn't influence the entrepreneurial orientation of owner/managers. The findings have suggested that qualifications in particular influence the transformational and transactional leadership styles. In the current research study undergraduates showed the most transformational behavior, followed by graduates and postgraduates. On the other hand graduates showed the most transactional behavior, followed by post-graduates and then undergraduates. Other research scholars have also found similar results where they have said that a leader's level of qualification produced a significant impact on follower's perception, mainly with transformational and transactional leadership (John E. Barbuto Jr., 2007). While qualification does impact leadership styles, some researchers haveargued that qualifications may impact entrepreneurial orientation also; however there are insufficient studies on this to accept this perception (Ivana Bilic, 2011).

5.6 Research Question-5:

Does designation influence Leadership Styles and Entrepreneurial orientation?

Data analysis results of the survey helped in developing the answer to this question. The researcher found that designation has no influence on entrepreneurial orientation, transactional leadership and passive-avoidant leadership. Designation only influences the transformational leadership style behavior. The findings have suggested that managers of SME's show more transformational leadership style behavior than owners of these SME's. Other research scholars

have suggested that designation can be considered a motivation aspect to individuals and that it does influence the leadership style (Abdul Qayyum Chaudhry, 2012).

5.7 Research Question-6:

Whether there is a difference in the extent of transformational leadership style components practiced among respondents of SME's.

There has been little research on how owners/managers practice the transformational leadership components (Idealized Attributes, Idealized Behavior, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration). Determining which components they practiced the most is of high importance as it decides the impact on the follower's perception.

The finding of this study have suggested that owners/managers of SME's in the manufacturing industry of Maharashtra practice the Inspirational Motivation aspect most, followed by Individualized Consideration, then Idealized Behavior, Intellectual Stimulation and then last Idealized Attribute.

Thus, it leads to the conclusion that owners/manager keep their followers highly motivated, pay attention to their issues and show them the behavior which will stimulate their thinking to achieve the maximum output.

5.8 Research Question-7: Whether there is a difference in the frequency of transactional leadership components (Management by Exception-Active, Contingent Reward) practiced among owners /managers of SME's.

There has been little research on how owners/managers practice transactional leadership components (Management by exception-active, contingent reward). The way these components are practiced by owners/managers shape how the follower's perceive the leader.

The findings of the study suggest that owners/managers of SME's in the manufacturing industry of Maharashtra practice both management by exception-active and contingent reward to the same extent to influence their followers perception.

Thus, it leads to the conclusion that owners/manager are keeping their followers on their toes through a high transactional reward system. This means the owners/managersprovide reward for work and a penalty for not achieving the desired task in order to get the maximum output from the workers.

5.9 Research Question-8: Whether there is a difference in the frequency of passive-avoidant leadership components (Management by Exception-Passive, Laissez-faire) practiced among owners/managers of SME's.

There has been little research on how owners/managers practice the passive-avoidant leadership components (Management by exception-active, contingent reward). The way these components are practiced by owners/managers shape the follower's perception of the leaders.

The finding of the study have suggested that owners/managers of SME's in the manufacturing industry of Maharashtra practice the laissez-faire approach more and managementby exception-passive less when influencing their followers perception.

Thus, it leads to the conclusion that owners/manager avoid taking on decisions and stay away from severe situations when in fact they need to interfere and resolve the issues. Due to this it's hard for them to achieve the maximum output from their followers.

5.10 Research Question-9: Whether there is a difference in the frequency of entrepreneurial orientation components practiced among respondents of SME's.

There has been little research on how owners/managers practice the entrepreneurial orientation components (autonomy, innovativeness, risk-taking, Proactiveness and competitive aggressiveness). The way they practice these components shape the orientation of their organization.

The finding of the study suggests that owners/managers of SME's in the manufacturing industry of Maharashtra mostly practice Innovativeness in their approach, followed by a risk- taking attitude to enter into new opportunities. Less commonly they give autonomy to their self and followers to work independently to achieve the best performance. The study finds the owners/managers low in their competitive aggressiveness and Proactiveness in dealing with the external environment of business.

Thus, it leads to the conclusion that owners/manager are innovative and high risk-takers.

5.11 Research Question-10: Whether Leadership Styles and Entrepreneurial Orientation are co-related?

Data analysis results of the survey helped in developing the answer to this question. The researcher found that there is a high correlation between transformational leadership style and entrepreneurial orientation when compared to transactional and passive-avoidantleadership style.

5.12 Research Question-11: Whether Transformational Leadership Style and Organizational Performance are co-related?

Data analysis results helped in developing the answer to this question which examined the effects of transformational leadership style on organizational performance (process performance, supplier relationship performance, people performance and customer relationship performance). The researcher has found that there is a strong correlation between transformational leadership style and overall organizational performance. In particular the transformational leadership style of owners/managers was strongly correlated with supplier relationship performance, followed by process performance, people performance and then customer relationship performance. Other research scholars have also reported that transformational leadership is strongly correlated with business performance and that it's a key requirement to succeed in business (Ali Noruzy, 2013).

5.13 Research Question-12: Whether Transactional Leadership Style and Organizational Performance are co-related?

Data analysis results helped in developing the answer to this question which examined transactional leadership style and organizational performance (process performance, supplier relationship performance, people performance and customer relationship performance). The researcher has found that there is a strong correlation between transactional leadership style and organizational performance overall. In particular, the transactional leadership style of owners/managers was strongly correlated with supplier relationship performance, followed by customer relationship performance, people performance and then process performance.The literature from other research scholars has also suggested that transactional leadership is correlated to organizational performance (Namusonge, 2012).

5.14 Research Question-13: Whether Passive-Avoidant Leadership Style and Organizational Performance are co-related?

The findings of the study confirm that the passive-avoidant leadership style is not significantly correlated to organizational performance. Previous studies have reported similar results where passive-avoidant leadership has not contributed to organizational performance and hence there is no correlation exits between them (Namusonge, The effect of leadership styles on organizational performance at state corporations in Kenya, 2012).

5.15 Research Question-14: Whether Entrepreneurial Orientation and Organizational Performance are co-related?

Data analysis results of the survey helped in developing the answer to this question which examined entrepreneurial orientation and organizational performance (process performance, supplier relationship performance, people performance and customer relationship performance). The researcher found that there is a significant correlation between entrepreneurial orientation and overall organizational performance. In particular the entrepreneurial orientations of owners/managers were strongly correlated to supplier relationship performance, followed by people performance, customer relationship performance and then process performance. Previous studies have quoted the same relationship between entrepreneurial orientation and organizational performance (Dess G.L., 2001).

5.16 Research Question-15: Whether transformational leadership impact organizational performance?

The main objective of the study was to find out the impact of transformational leadership on organizational performance. To study this effect we have used structural equation modeling. The researcher has found that transformational leadership does impact the organizational performance. In particular the effect of transformational leadership can beseen most on customer relationship performance, followed by impacting process performance, supplier relationship performance and people performance. It leads to conclusion that if owners/managers of SME's in the manufacturing industry of Maharashtra pursues a transformational leadership role this will help to improve organizational performance to a great extent. Previous studies support this conclusion, suggesting that transformational leadership has influenced the organizational performance of manufacturing organizations whereas on the other hand, some researcher have argued that transformational leadership fails to effect organizational performance in small and medium scale enterprises (Obiwuru Timothy C., 2011).

5.17 Research Question-16: Whether transactional leadership impact organizational performance?

The main objective of the study was to find out the impact of transactional leadership on organizational performance. To study this effect we used structural equation modeling. The researcher found that transactional leadership does impact the organizational performance; in particular the effect of transactional leadership can be seen most on customer relationship performance, followed by process performance, supplier relationship performance and people performance. It leads to conclusion that owners/managers of SME's in the manufacturing

industry of Maharashtra should practice transactional leadership as this creates a feasible way of strengthening their follower's goals by providing the required information to them on how to achieve goals and what rewards they will get on achieving the goals. This motivates the followers to improve the organizational productivity to its maximum. Other research scholars in previous studies have mentioned that transactional leadership does influence organizational performance (Agu, 2012). On the other hand some researchers in the past have argued that transactional leadership doesn't have a significant effect on organizational performance (Omer Faruk Iscan, 2014).

4.18 Research Question-17: Whether passive-avoidant leadership impact organizational performance?

The main objective of the study was to find out the impact of passive-avoidant leadership on organizational performance. To study this effect we used structural equation modeling. The researcher found that passive-avoidant leadership effects negatively on the organizational performance, in particular passive-avoidant leadership shows a significant negative effect on supplier relationship performance and people performance, while it doesn't at all impact customer relationship performance and process performance. This leads to conclusion that owner/managers of SME' in the manufacturing industry of Maharashtra should avoid practicing such leadership to avoid significant losses. Instead the owners/managers should develop themselves to exhibit transformational and transactional leadership behavior in order to achieve the best performance. Other previous studies have suggested that in passive-avoidant leadership style, no one shoulders the responsibility for achieving the organization's goals. It indicates the laissez-faire leadership style is a style guaranteed to fail when taking responsibility to lead an organization (Akoma Lucy, 2014).

4.19 Research Question-18: Whether entrepreneurial orientation impact organizational performance?

The main objective of the study was to find out the impact of entrepreneurial orientation on organizational performance. To study this effect we used structural equation modeling. The researcher found that entrepreneurial orientation impacts the organizational performance; in particular it has an effect on people and customer relationship performance, while it doesn't have any effect on process performance and supplier relationship performance. This leads to conclusion that owners/managers of SME's in the manufacturing industry of Maharashtra

should align their entrepreneurial orientation to impact the overall organizational performance. This would also improve the process and supplier relationship performance, thereby making the organization highly entrepreneurial oriented. The findings of other research scholar have the same conclusions; entrepreneurial orientation does impact organizational performance.

CHAPTER VI

OVERALL SUMMARY, CONTRIBUTION, LIMITATIONS, RECOMMENDATIONS AND SCOPE FOR FUTURE RESEARCH

6.1 Overall Summary of the Conclusions

This research study was focused on examining the impact of leadership styles andentrepreneurial orientation on organizational performance of SME's in the manufacturing industry of Maharashtra. The study showed that 60% samples are showing transactional leadership trait followed by 36.6% transformational leadership and remaining 3.3% passive avoidant leadership. The study has showed significant results between transformational and transactional leadership styles and organizational performance, whereas the passive-avoidant leadership style proved to be a negative predictor of organizational performance. Thus, owners/manager of SME's in the manufacturingindustry of Maharashtra should practice and adapt the transformational leadership for supplier relationship performance , people performance , customer relationship performance whereas they should develop transactional leadership styles trait for process performance and avoid passive-avoidant leadership in order to significantly improve the performance of the business. It can be concluded that transformational and transactional leadership styles of owners/manager of SME's are important for the sustenance and growth of these SME's. This study also found that the entrepreneurial orientation of owners/manager of SME's in the manufacturing industry of Maharashtra has a significant effect on organizational performance and thus it can be concluded that leadership styles and entrepreneurial orientation can largely impact the success and existence of these SME's.

The study has also explored whether demographics has any influence on leadership styles and entrepreneurial orientation. It was found that gender and experience has no influence on leadership styles and entrepreneurial orientation while on the other hand age does influence the entrepreneurial orientation of owners/managers of SME's. The qualification of owners/manager of SME's has influence on transformational and transactional leadership styles but it has seen that undergraduates are more transformational and graduates are more transactional. Thus, it

can be concluded that demographics play a vital role in shaping the leadership behavior of these SME owners/managers and it helpsif the organization is more entrepreneurial oriented.

The study also examined the components of leadership styles and entrepreneurial orientation. It leads to the conclusion that owners/managers of SME's in the manufacturing industry of Maharashtra are high innovators and risk-takers, while in leadership they practice both transformational and transactional leadership styles.

The study has found that transformational leadership is moderately better than transactional leadership and to succeed the respondents should realign their leadership capabilities in transformational leadership mode and must avoid passive-avoidant leadership approach. These finding are consistent with other studies which found a strong link between transformational leadership and organizational performance, transactional leadership and organizational performance, entrepreneurial orientation and organizational performance.

6.2 Contribution to the Body of Knowledge

The results of this research study have the ability and strength to contribute to the general theory of leadership, entrepreneurship and strategic performance management.

To the research community, this is the first and foremost empirical study of SME's in the manufacturing industry of Maharashtra where the impact of leadership styles and entrepreneurial orientation on organizational performance has been studied.

The use of SME's as a population sample of the study provides substantial proof that the construct of leadership styles and entrepreneurial orientation does have relevance not only for multinational enterprises organizational settings but also in the organizational context of SME's.

The research suggests that owners/managers of SME's in the manufacturing industry of Maharashtra practice mainly transformational and transactional leadership. They should avoid practicing the passive-avoidant leadership styles which impact negatively on organizational performance. The transformational leadership style has a major effect on supplier relationship performance, customer relationship performance and people performance whereas on other hand transactional leadership has a major effect on process performance as compare to transformational leadership. It shows that transformational and transactional leadership styles both need to play a role in the internal and external factors of the business environment to succeed.

The research suggests that while practicing transformational leadership styles the owners/managers are highly motivated to show consideration for their employees. On the other hand, while practicing transactional leadership they exhibit reward and punishment behavior towards employees.

The research identified the entrepreneurial orientation dimensions of owners/managers of SME's in the manufacturing industry of Maharashtra which shows that they are highly innovative and also have high risk appetite. The research also shows that to succeed they should also focus their attention on Proactiveness and they should become more competitively aggressive to survive in this dynamic business environment.

The research has contributed to the knowledge base suggesting that transformational leadership should be practiced more as it has moderately high impact on business performance.

6.3 Limitations of this Research

As a natural phenomenon in any research study, several limitations arise due to constraints like limited resources and time. These limitations may affect the findings and conclusions of the research study. The limitations related to this study within the context of SME's in the manufacturing industry of Maharashtra are given below: Firstly, the limitation was the English language usage; it was difficult for some respondents to understand the interview questions in English, so on these occasions the questions were asked to respondents in the local native language (in this case it was Marathi).

Secondly, due to the scarcity of research journals and articles, the researcher found that there were limitations related to information sought on leadership of owners/managers of SME's, both in Maharashtra or even statewide. This points to a research gap in the literature and thus it justifies the importance of the topic of leadership styles as a topic of research study. To assess the leadership styles of owners/manager of SME's; a full range of leadership model developed by Bass & Avolio, called MLQ (Multifactor Leadership Questionnaire) was used. As it was developed in the western part of the world it mayhave certain biases related to culture and environment factors, so there might be some constructs of leadership which may not fit into the Indian context, in particular to SME's in Maharashtra from the manufacturing industry.

Thirdly, the entrepreneurial orientation was measured using a questionnaire which was adapted from previous studies which were mostly done in the western part of the world by Lumpkin &

Dess, Kusumawardhani and Slevin & Covin. Some constructs may not relate to the research study of owners/managers of SME's.

Fourthly, organizational performance was measured using a subjective perspective rather than an objective perspective, particularly when dealing with finance and other aspects. So it might have created a situation which doesn't capture the real state of the respondents, which in this case is the performance of SME's.

Fifth, since the research study used a cross-sectional design in which the data wascollected once (at only one point of time), it leaves the researcher with the inability to capture the long term effect of leadership styles and entrepreneurial orientation of owners/managers of SME's. Since the leadership behavior and entrepreneurial orientationevolve over time it is important to look for a long term study of these behaviors.

6.4 Recommendations

On the basis of the research findings the researcher has certain recommendations which are described below:

Recommendations for SME Enterprises

- The research findings suggest that owners/mangers of SME's practice different leadership styles. The owners/managers of SME's in the manufacturing industry of Maharashtra should take a second look and re-evaluate their leadership styles to create a long term impact on their followers, given their present challenges and opportunities.
- The research findings also suggest that owners/managers of SME's practice entrepreneurial orientation components such as innovation, risk-taking, autonomy etc. which can help them to build a distinctive advantage for their organization. The owners/managers of SME's in the manufacturing industry of Maharashtra should realign these components to suit the business environment in which they operate. In this way they can build those entrepreneurial capacities and can create more value for their organizations.
- It was observed in the current research study that Pro-activeness and competitive aggressiveness components are less practiced by owners/managers of SME's in the manufacturing industry of Maharashtra. These components are of prime importance to combat the competition and respond to uncertainties. The

owners/managers should build capabilities around these aspects to create a competitive organizationwhich will ultimately help in the sustenance and growth of their organization.

- Due to the capital crunch and other aspects it has been seen that very few SME's have done quality certifications. The owners/manager of SME's in the manufacturing industry of Maharashtra should consider getting these certifications done as in return it will to develop the competitive advantage in delivering a quality product and also it will help the organizations to streamline the processes and be more productive.
- In Maharashtra the SME's, particularly in the manufacturing domain, have been divided into various geographic clusters. Integration of all these clusters in a virtual way will help to create a knowledge repository which will help owner/managers to understand various challenges and opportunities in the business. Also, the integration will help the owners/managers to mitigate the risk using the various channels of business existing in the current scenario.

Recommendations for Policy-making Institutions

- The government authorities along with other stakeholders, such as chamber of commerce or not-for-profit organizations, can develop more specific programs, in particular regarding the development of leadership and entrepreneurship skills, using a national and international collection of knowledge specifically from the SME domain in various states and countries and use this knowledge to adapt to the best practices suited to a local application. At the same time, while developing these skills for owners/managers of SME's, they should also introduce a hand-holding process through the expert committee setup which will guide them through various phases such as startup, growth and also in turbulent times.
- It was seen from the research findings that a considerable number of owners/managers do not have the necessary qualifications, so the ministry of human resource development, with the aid of state universities and also online/distance universities, can develop such programs at a subsidized rate, which can facilitate the learning for these owners/managers and help them to complete the basic studies and also develop skills regarding functional and

operational parts of an organizations. This will foster the development of SME's so they can recruit other students from the university who have the required skills.

- A simple cloud-based system should be designed by government authorities (ensuring that the said system will also be available on smartphones), where the owners/managers can get to know various government programs from time to time and also give them the chance to get to know the international market and the demand for major products from time to time. The conditions to access the system should be based on the identification number of SME. It will foster a healthy environment where it will encourage unregistered SMEs to register themselves and take advantage of the benefits of the facility and also contribute to the nation's economy.

6.5 Scope for Future Research

- The researcher has several suggestions based on the findings of the current research studyfor future researchers who wish to focus and study in the leadership and entrepreneurship domain.
- The sample size of a survey should consider all the clusters of manufacturing SMEs, it would be beneficial to study the phenomena in more detail and the results would be more generalizable.
- A gender-based study would provide more insights on competencies of male and female owners/managers and also it would help to understand which gender has a greater influence on organizational performance.
- Studies can be conducted on family running businesses comparing them against first time business owners, where clear distinctive leadership and entrepreneurial qualities can be identified and a comparison can be done with respect to organizational performance.
- Studies can use a customized leadership and entrepreneurship instrument that has more relevance to local context rather than global. On the other hand, when measuring the performance of organizations, a more objective approach could help to get a better picture of the influence due to leadership styles and entrepreneurial orientation on organizational performance.

- A longitudinal study (rather than cross-sectional study) would help to determine and extend the findings further, as it will help to study the phenomena over a period of time, where researchers can study whether the leadership styles and entrepreneurial orientation of owner/managers may change or not over time, and how that might influence the organizational performance over the same period of time
- A study can be performed comparing organizations with quality and process certification against the organizations who don't possess these certifications, as it will help to understand whether the organizations with certifications have a more disciplined approach towards business and perform better when compared against the organizations who don't have these certifications, or vice-versa.
- A study based on an organizations experience would help to understand their orientation towards operating in local as well as global markets.

APPENDIX A - INTRODUCTORY COVER LETTER

Dear Survey Participant,

I am Nandkishor Deore, I am a doctoral student in Swiss School of Business Management, Geneva, Switzerland. As a part of the research study, all candidates are required to undertake a research project which will examine an issue relating to business environment. With this letter, I would like to invite you to participate in this research. The objective of this research is to investigate the impact of leadership style on company's performance of Automobile Painting & Moulding Sector in Maharashtra State of India In particular, this research is expected to provide a better understanding of leadership & entrepreneurial activities Automobile Painting & Moulding Sector in Maharashtra State of India. My intended respondents are owners/ managers/supervisors of the firms.

In this regard, I have attached a survey questionnaire. Completion of survey is voluntary and should take approximately 30 minutes to complete. Please answer all questions based on your experience and knowledge. Surveys are anonymous and all are private and confidential. Only my research guide and I will have access to information you give and it will be kept secure. Your assistance in completing the survey is highly appreciated and participants may withdraw at any point of time.

If you have any queries regarding this research, please contact by phone (+91 7507573539) or e-mail: nandu.deore@gmail.com. If you would like to have a copy of the results of this research, simply insert your business card with the questionnaire.

Kind Regards,

Nandkishor Deore
Swiss School of Business Management, Geneva, Switzerland

APPENDIX B - DEMOGRAPHIC QUESTIONS

Organizations Profile

1. Year of Establishment is before 2008: Yes / No
2. Name of Organization:
3. Designation of Respondent: Owner / Manager(Supervisor)
4. Do you have any quality certification: Yes / No
5. Industry Sector:
6. Number of Employees:

Respondents Profile

1. Name of Respondent:
2. Gender: Male / Female
3. Age:
4. Qualification/Education: Undergraduate/ Graduate / Post Graduate
5. Experience in Years:

APPENDIX C - MULTIFACTOR LEADERSHIP QUESTIONNAIRE

We would like to ask you to be realistic and objective in answering your leadership behavior questions. Answer every question, considering your own leadership behavior which you exhibit on day to day basis. Please provide the answers to all questions even if you feel they are being repeated. This is the only way we can ensure statistical validity of the questionnaire. All the data collected will be represented on an aggregate level only.

0: Not at all

1: Once in awhile

2: Sometimes

3: fairly often

4: frequently, if not always

SR. NO.	SURVEY QUESTIONS	RATING				
1	I provide others with assistance in exchange for their efforts	0	1	2	3	4
2	I re-examine critical assumptions to question whether they are appropriate	0	1	2	3	4
3	I fail to interfere until problems become serious	0	1	2	3	4
4	I focus attention on irregularities, mistakes, exceptions and deviations from standards	0	1	2	3	4
5	I avoid getting involved when important issues arise	0	1	2	3	4

APPENDIX D - ENTREPRENEURIAL ORIENTATION QUESTIONNAIRE

We would like to ask you to be realistic and objective in answering your entrepreneurial orientation questions. Answer every question, considering your own orientation towards the business environment. Please provide the answers to all questions even if you feelthey are being repeated. This is the only way we can ensure statistical validity of the questionnaire. All the data collected will be represented on an aggregate level only.

1: Completely Disagreed

2: Somewhat Disagreed

3: Neutral

4: Somewhat Agreed

5: Completely Agreed

SR. NO.	**SURVEY QUESTIONS**	**RATING**				
A-1	Employees in my organization do not rely on others at all and do not need any supervision in their job	1	2	3	4	5
2	Employees in my organization have complete freedom to use innovative methods to do their job	1	2	3	4	5
3	Employees in my organization are free to take their decisions independently. They need not get approval from authorities	1	2	3	4	5
4	Employees in my organization are extremely inspired to manage their own work and are very flexible in their approach to solving problems	1	2	3	4	5
IN-5	The organization is very innovative. It maintains the existing products but frequently introduces new products	1	2	3	4	5
6	The organization is very heavily invested in innovating products and processes	1	2	3	4	5
7	The number of products offered by the organization has steadily increased over the past 5 years	1	2	3	4	5
8	The organization is very heavily invested in looking for new opportunities	1	2	3	4	5
9	The Organization’s processes and products have changed significantly (for the better) over the last 5 years??)	1	2	3	4	5

10	The organization finds investing in new ideas and implementing them very effective	1	2	3	4	5

11	The organization feels its products and processes require continuous improvements	1	2	3	4	5
12	Currently I feel extremely empowered to innovate in the organization	1	2	3	4	5
RT-13	The organization tries to exploit opportunities in cases of ambivalent decisions	1	2	3	4	5
14	Employees are free to take calculated risks when implementing new ideas	1	2	3	4	5
15	The organization is always willing to take on high-risk projects	1	2	3	4	5
16	The Organization strongly believes that bold acts are necessary to achieve objectives	1	2	3	4	5
PA-17	In this competitive market mostly my organization is the first to introduce new products and services	1	2	3	4	5
18	The organization typically initiates actions to which our competitors respond to	1	2	3	4	5
19	The organization conducts market surveys to find out future needs of customer	1	2	3	4	5
CA-20	My organization takes an aggressive approach in dealing with competitors	1	2	3	4	5
21	My organization is highly competitive	1	2	3	4	5
22	My organization adopts a confrontation strategy to combat industry trends that may threaten our survival orgrowth or position in industry	1	2	3	4	5
23	My Organization understands that over aggression may spoil our reputation	1	2	3	4	5

APPENDIX E - ORGANIZATIONAL PERFORMANCE QUESTIONNAIRE

We would like to ask you to be realistic and objective in answering your organizational performance questions. Answer every question, considering the performance aspect of your organization. Please provide the answers to all questions even if you feel they are being repeated. This is the only way we can ensure statistical validity of the questionnaire. All the data collected will be represented on an aggregate level only.

1: Completely Disagreed

2: Somewhat Disagreed

3: Neutral

4: Somewhat Agreed

5: Completely Agreed

SR. NO.	SURVEY QUESTIONS	RATING				
SP-1	You are satisfied with the product quality given by thesupplier	1	2	3	4	5
2	You are satisfied with the delivery performance of supplier	1	2	3	4	5
3	Your rapport with your suppliers has improved	1	2	3	4	5
4	You have long term relationship with your suppliers and the frequency at which you change them is very low	1	2	3	4	5
PRP-5	You are satisfied with your work in process inventory (product which is not a raw material but also it has yet to become a finished product)	1	2	3	4	5
6	You are satisfied with your order-fulfilment lead time (time between placement and receipt of an order)	1	2	3	4	5
7	You are satisfied with your product quality	1	2	3	4	5
CRP-8	Customer complaints received over the last five years have decreased drastically	1	2	3	4	5
9	The ability of the organization to retain existing and attractnew clients has increased in last five years	1	2	3	4	5
10	The reputation of the organization, according to your clientshas	1	2	3	4	5

	drastically increased in last five years					
11	The product return rate has been drastically decreased overthe last five years	1	2	3	4	5
PPP-12	Attrition rate in your organization has been decreased in last five years	1	2	3	4	5
13	Productivity of your employees in your organization has improved in last five years	1	2	3	4	5
14	Level of commitment of your employees towards the organization has improved in last five years	1	2	3	4	5
15	Employees willingness to go extra mile to put in additional efforts for the organization has improved in last five years	1	2	3	4	5
16	Level of unhappiness and frustration of your employees towards the organization has reduced in last five years (employees are happy with the organization	1	2	3	4	5
17	Absenteeism in your organization has reduced in last fiveyears	1	2	3	4	5
18	Ability to learn and adaptability of employees compared to your competitors is very high	1	2	3	4	5

LIST OF WORK CITED

1. Abdul Qayyum Chaudhry, H. J. (2012). The impact of transformational and transactional leadership styles on the motivation of employees in Pakistan. Pakistan Economic and Social Review, 223-231.
2. Agu, B. E. (2012). Impact of transformational and transactional leadership on organizational performance. International Journal of Current Research, 142-147.
3. Akoma Lucy, A. A. (2014). Leadership styles as determinants of small and medium scale enterprises in ogun state,Nigeria:Implication to counselling and management. Global Advanced Journal of Management and Business Studies, 388-393.
4. Ali Noruzy, V. M.-S. (2013). Relations between transformational leadership,organizational learning,knowledge management,organizational innovation and organizational performance:An empirical investigation of manufacturing firms. The international Journal of Advanced Manufacturing Technology, 1073-1085.
5. Amer Dehghan Najmabadi, A. R. (2013). Entrepreneurial orientation and firm performance:The moderating effect of organizational structure. Asian Journal of Research in Business Economics and Management, 142-164.
6. Amie Kusumawardhani, G. M. (2009). Framework of entrepreneurial orientation andnetworking: A study of SMEs performance in developing country. Australian and NewZealand Academy of Management Conference, (pp. 1-17). Adelaide.
7. Andreas Rauch, J. W. (2009). Entrepreneurial orientation and Business Performance: An assessment of past research and suggestions for future. Entrepreneurship Theory and Practice, 761-787.
8. Anggraeni, E. (2009). Firms strategic orientation in business network. Economics and Management of Innovation,Technology and Organizational Change (pp. 1-26).
9. Denmark: DRUID-DIME Academy Winter Conference.
10. Avolio, B. M. (1993). Improving organizational effectiveness through TransformationalLeadership. Sage Publication.

11. Bass, B. M. (1985). Leadership and Performance Beyond Expectations. Free Press.Bass, B. M. (2008). The Bass Handbook of Leadership. Simon & Schuster.
12. Bass, F. Y. (1990). Transformational Leaderhsip and multiple level of analysis. HumanRelations-Sage, 975-995.
13. Chella, G. (2008, 06 23). SMEs must put Leadership before HR. Retrieved 10 19, 2013, from www.thehindubusinessline.com: http://www.thehindubusinessline.com/todays- paper/tp-new-manager/smes-must-put-leadership-before-hr/article1116083.ece
14. Christopher J. Collins, P. J. (2004). The relationship of achievement motivation to entrepreneurial behavior: A meta analysis. Retrieved 09 12, 2013, from http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1841&context=articles
15. Covin, S. A. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. Journal of Business Venturing, 43-58.
16. Daniel Quaye, G. A. (2015). Gender Differences in Entrepreneurial Orientation:Evidence from Ghana. European Journal of Business and Management, 128-139.
17. Dawes, J. (1999). The relationship between subjective and objective company performance measures in market orientation research:Further empirical evidence. Marketing Bulletin, 65-75.
18. Dess, G. L. (2001). Linking two dimensions of entrepreneurial orientation to firm performance:The moderating role of environment and industry life cycle. Journal ofBusiness Venturing, 429-451.
19. Dess, G. T. (1996). Clarifying the entrepreneurial orientation construct and linking it toperformance. Academy of Management Review, 135-172.
20. Douglas W. Lyon, G. T. (2000). Enhancing entrepreneurial orientation research:Operationalizing and measuring a key strategic decision making process. Journal of Management, 1055-1085.
21. Fiedler, F. E. (1968). Leadership Experience and Leadership Performance-AnotherHypothesis Shot to Hell. Urbana,Illinois: University of Illinois.

22. Goyal, M. (2013, 06 09). SME policy and trends. Retrieved 09 05, 2013, from www.economictimes.com.
23. Gregory G. Dess, G. T. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational model. Strategic Management Journal, 677- 695.
24. Harris, E. O. (August 2000). Leadership style,organizational culture and performance:empirical evidence from UK companies. International Journal of HumanResource Management, 766-788.
25. Hisrich, B. A. (2001). Intrapreneurship:Construct refinement and cross-cultural validation. Journal of Business Venturing, 495-527.
26. Ivana Bilic, A. P. (2011). How does education influence entrepreneurship orientation?Case study of Croatia. Journal of Contemporary Management Issues, 115-128.
27. John E. Barbuto Jr., S. F. (2007). Effects of Gender,Education and Age upon Leaders useof influence tactics and full range of leadership behavior. Agricultural Leadership,Education and Communication Department-University of Nebraska.
28. Jr, G. G. (1984). Measuring organizational performance in absence of objective measures: The case of privately held firm and conglomerate business unit. StrategicManagement Journal, 265-273.
29. Kaunda, C. M. (2012). Entrepreneurial orientation,Age of owner and small business performance in Johannesburg. Johannesburg: University of Witwatersrand.
30. Koe, W.-L. (2013). Entrepreneurial orientation and performance of government linked companies. Journal of Entrepreneurship,Management and Innovation, 21-42.
31. Kongolo, M. (2010). Job creation versus job shedding and the role of SMEs in economicdevelopment. African Journal of Business Management, 2288-2295.
32. Kusumawardhani, A. (2013). The role of entrepreneurial orientation in firm performance: A study of indonesian SME's in furniture industry in central Java. University of Wollongong.

33. Samantha C. Paustian-Underdahl, L. S. (2014). Gender and Perceptions of Leadership Effectiveness: A meta-analysis of contextual moderators. Journal of Applied Psychology,1129-1145.
34. Shepherd, J. W. (2005). Entrepreneurial orientation and small business performance: Aconfigurational appraoch. Journal of Business Venturing, 71-91.
35. Slevin, J. G. (1989). Strategic management of small firms in hostile and benign environements. Strategic Management Journal, 75-87.
36. Slevin, J. G. (1991). A conceptual model of entrepreneurhsip as firm behavior. Entrepreneurship Theory and Practice, 7-25.
37. Srdan Nikezic, S. P. (2012). Transactional and Transformational Leadership:Development Through Changes. International Journal for Quality Research,285-296.
38. Taylor, P. (2013). The effect of entrepreneurial orientation on the internationalization of SME's in developing counutries. African Journal of Business Management, 1927-1937.

BIBLIOGRAPHY

1. Abdul Qayyum Chaudhry, H. J. (2012). The impact of transformational and transactional leadership styles on the motivation of employees in Pakistan. Pakistan Economic and Social Review, 223-231.
2. Agu, B. E. (2012). Impact of transformational and transactional leadership on organizational performance. International Journal of Current Research, 142-147.
3. Akoma, L. O. (August 2014). Leadership styles as determinants of small and medium scale enterprises in Ogun state,Nigeria.Implication to counselling and management. Global Advanced Research Journal of Management and Business Studies, 388-393.
4. Alaedin Khalil Alsayed, M. H. (November 2012). The use of MultiFactor Leadership Questionnaire (MLQ) and Communication Satisfaction Questionnaire in Palestine: A Research Note. International Journal of Scientific and Research Publications.
5. Albert Puni, S. B. (2014). The effect of leadership styles on firm performance in Ghana. International Journal of Marketing Studies, 177-185.
6. Alexander Brem, N. K. (2008). Performance measurement in SME's: Literature review and results from a German case study. International Journal Globalisation and Small Business, 411-427.
7. Ali Noruzy, V. M.-S. (2013). Relations between transformational leadership,organizational learning,knowledge management,organizational innovation and organizational performance: An empirical investigation of manufacturing firms. The International Journal of Advanced Manufacturing Technology, 1073-1085.
8. Ali, R. D. (August 2011). Study on effect of functional competency on performance of Indian manufacturing sector. International Journal of Engineering Business Management, 1-15.

9. Amer Dehghan Najmabadi, A. R. (2013). Entrepreneurial orientation and firm performance:The moderating effect of organizational structure. Asian Journal of Research in Business Economics and Management, 142-164.
10. Amie Kusumawardhani, G. M. (2009). Framework of entrepreneurial orientation and networking: A study of SMEs performance in developing country. Australian and New Zealand Academy of Management Conference, (pp. 1-17). Adelaide.
11. Amiri, M. K. (January 2013). The relationship between Ethical Leadership and Organizational Performance(Small Review on Malaysian Studies). International Journal of Business and Social Science, 114-120.
12. Andreas Rauch, J. W. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for future research. Entrepreneurship Theory and Practice, 761-787.
13. Andreas Rauch, J. W. (n.d.). Entrepreneurial orientation and business performance: Cummulative empirical evidence. Retrieved 08 17, 2013, from fusionmx.babson.edu: http://fusionmx.babson.edu/entrep/fer/fer_2004/web-content/Section%20VI/P1/VI- P1_Text.html
14. Anggraeni, E. (2009). Firms strategic orientation in business network. Economics and Management of Innovation,Technology and Organizational Change (pp. 1-26).
15. Denmark: DRUID-DIME Academy Winter Conference.
16. Anil Chandrakumara, A. D. (March 2011). Effects of entrepreneurial and managerial orientation of owners-managers on company performance-A empirical test in SriLanka. International Journal of Management, 139-158.
17. Applerouth, L. D. (2010). In L. D. Applerouth, Sociological Theory in Classical Era (pp. 153-220). Sage Publication.
18. Armstrong, N. M. (March 2008). Evaluating the structural validity of Multi Factor Leadership Questionnaire MLQ), Capturing the leadership factors of Transformational- Transactional Leadership. Contemporary Management Research.

19. Avery, S. K. (2003). Enhancing SME performance through Vision based Leadership: An empirical study. Small Enterprises Association of Australia and New Zealand. Victoria.
20. Avolio, B. M. (1993). Improving organizational effectiveness through Transformational Leadership. Sage Publication.
21. Baron, M. A. (2009). Performance Management:A strategic and integrated approach to achieve success. JAICO Publishing House.
22. Bass, B. M. (n.d.). Retrieved 02 25, 2014, from www.strandtheory.org: http://strandtheory.org/images/From_transactional_to_transformational_-_Bass.pdf
23. Bass, B. M. (1985). Leadership and Performance beyond Expectations. Free Press.
24. Bass, B. M. (1999). Two Decades of Research and Development in Transformational Leadership. European Journal of Work and Organizational Psychology, 9-32.
25. Bass, B. M. (2008). The Bass Handbook of Leadership. Simon & Schuster.
26. Bass, B. M. (2010, 04 05). Does the Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries? Retrieved 03 23, 2014, from https://home.ubalt.edu: http://home.ubalt.edu/tmitch/642/Articles%20syllabus/bass%20trans%20ldr%20am%20p sy%201997.pdf
27. Bass, F. Y. (1990). Transformational Leaderhsip and multiple level of analysis. Human Relations-Sage, 975-995.
28. Ben, E. U. (November 2012). Impact of transformational and transactional leadership on organizational performance. International Journal of Current Research, 142-147.
29. Bernard M. Bass, D. I. (2003). Predicting Unit Performance by Assessing Transformational and Transactional Leadership. Journal of Applier Psychology, 207- 218.

30. Bhattacharya, R. (2013, April 4). Learning and Development: Leadership. Retrieved August 15, 2013, from www.hrmagazine.co.uk: http://www.hrmagazine.co.uk/hro/features/1076830/sme-leadership
31. Binu Paul. (2013, 10 11). Why do Indian SMEs remain small forever? Here's what Industry leaders think. Retrieved 04 17, 2014, from http://www.supportbiz.com/: http://www.supportbiz.com/articles/top-story/why-do-indian-smes-remain-small-forever- here%E2%80%99s-what-industry-leaders-think.html
32. Clausen, T. H. (2011). Entrepreneurial orientation and firm performance: A dynamic perspective. Frontiers of Entrepreneurship Research.
33. Cooulthard, T. G. (2004). The impact of entrepreneurial orientation on australian wine industry. Small Enterprise Association of Australia and New Zealand. Brisbane.
34. Coulter, S. P. (2002). Management. In S. P. Coulter, Management (p. Chapter 20).
35. Covin, S. A. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal Analysis. Journal of Business Venturing, 43-58.
36. Dalrymple, J. F. (2004). Performance Measurement for SME growth - A business profile benchmarking approach. Annual POM Conference. Cacun,Mexico.
37. Daniel Quaye, G. A. (2015). Gender Differences in Entrepreneurial orientation: Evidence from Ghana. European Journal of Business and Management, 128-139.
38. Elumalai, R. B. (November 2011). Entrepreneurial orientation of SMEs in Labuan and its effect on performance. Faculty of Economics and Business (UNIMAS)
39. Esskae Management Solutions. (n.d.). Business Transformation at SME's. Retrieved 04 16, 2014, from http://www.esskae.com: http://www.esskae.com/business-transformation- @-sme.html
40. FICCI. (2014). Progressive Maharashtra. Federation of Indian Chambes of Commerce and Industry.
41. Fiedler, F. E. (December 1968). Leadership Experience and Leadership Performance- Another Hypothesis Shot to Hell. Urbana: Group Effectiveness Research Laboratory- Department of Psychology University of Illinois.

42. Fontenete, A. P. (2012). Balance Scorecard in SME's - A Proposal for Small Gas Station in Portugal. World Academy of Science,Engineering and Technology.
43. Fu-Jin Wang, S. C.-J.-L. (December 2010). Effect of leadership style on organizational performance as viewed from human resource management strategy. African Journal of Business Management.
44. G. T. Lumpkin, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. Academy of Management Review, 135-172.
45. Givens, R. J. (2008). Transformational Leadership: The Impact on Organizational and Personal Outcomes. Emerging Leadership Journeys.
46. Government of India. (2012-13). Annual Report-MSME. Delhi: Ministry of Micro Small and Medium Enterprises.
47. Goyal, M. (2013, 06 09). SME policy and trends. Retrieved 09 05, 2013, from www.economictimes.com.
48. Goyal, M. (2013, June 9). SME Policy and Trends. Retrieved July 9, 2013, from www.economictimes.indiatimes.com: http://articles.economictimes.indiatimes.com/2013-06-09/news/39834857_1_smes-workforce-small-and-medium-enterprises
49. GR Reddy. (2013). How can SMEs Retain Talent Effectively. HUSYS Consulting.
50. Gregory G. Dess, G. T. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational model. Strategic Management Journal, 677- 695.
51. Hanafi, R. M. (January 2013). Entrepreneurial orientation and Business Performance of Women-Owned Small and Medium Enterprises in Malaysia:Competitive Advantage as a Mediator. International Journal of Business and Social Science.
52. Harris, E. O. (August 2000). Leadership style,organizational culture and performance:empirical evidence from UK companies. International Journal of Human Resource Management, 766-788.
53. Harrison, M. A. (2011). Entrepreneurial Leadership:What is it and How it should be taught? International Review of Entrepreneurship.

54. Hassani, S. J. (2014). Entrepreneurial orientation and its effects on knowledge management capability and organizational effectiveness:The tax administration employees perspective. Indian Journal of Fundamental and Applied Life Sciences, 1824- 1832.
55. Hector Montiel Campos, L. S. (2013). Entrepreneurial orientation in Mexican Microenterprises. Journal of Entrepreneurship, Management and Innovation.
56. Higgs, V. D. (2005). Assessing leadership styles and organizational context. Journal of Managerial Psychology.
57. Hisrich, B. A. (2001). Intrapreneurship:Construct refinement and cross-cultural validation. Journal of Business Venturing, 495-527.
58. India Brand Equity Foundation. (2013, January). SMEs Role in India's Manufacturing Sector. Retrieved from www.ibef.org.
59. International Finance Corporation-World Bank. (November 2012). Micro, Small and Medium Enterprise Finance in India.
60. Ivana Bilic, A. P. (2011). How does education influence entrepreneurship orientation? Case study of Croatia. Journal of Contemporary Management Issues, 115-128.
61. Jain, S. C. (2005). Performance evaluation of Indian industries. RBSA Publishers.
62. John E. Barbuto Jr., S. F. (2007). Effects of gender,education and age upon leaders use of influence tactics and full range leadership behaviors. Agricultural Leadership,Education and Communication-Faculty Publication, 71-83.
63. John Hall, S. J. (2008). Transformational Leadership: The Transformation of Managers and Associates. Retrieved 02 16, 2014, from http://edis.ifas.ufl.edu: http://edis.ifas.ufl.edu/hr020
64. Jr, G. G. (1984). Measuring organizational performance in absence of objective measures: The case of privately held firm and conglomerate business unit. Strategic Management Journal, 265-273.
65. Kaunda, C. M. (2012). Entrepreneurial orientation,Age of owner and small business performance in Johannesburg. Johannesburg: University of Witwatersrand.

66. Koe, W.-L. (2013). Entrepreneurial orientation and performance of government linked companies. Journal of Entrepreneurship,Management and Innovation, 21-42.
67. Kongolo, M. (2010). Job creation versus job shedding and the role of SMEs in economic development. African Journal of Business Management, 2288-2295.
68. Koopman, D. N. (2011). Leadership in Organization. In S. PUBLICATION, Handbook of Industrial, Work & Organizational Psychology.
69. Krishna Kishore, M. M. (2012). Innovative HR strategies for SMEs. IOSR Journal of Business and Management.
70. Krishnan, A. T. (May 2000). Leadership in Decision Making. Indian Management.
71. Odumeru, J. A. (June 2013). Transformational vs Transactional Leadership Theories:Evidence in Literature. International Review of Management and Business Research, 355-361.
72. Ogbonna, O. J. (June 2013). Transformational vs. Transactional Leadership Theories: Evidence in Literature. International Review of Management and Business Research.
73. Ojokuku R.M, O. T. (2012). Impact of leadership style on organizational performance: A case study of Nigerian Banks. American Journal of Business and Management.
74. Omer Faruk Iscan, G. E. (2014). Effect of leadership styles on perceived organizational performance and innovation:The role of transformational leadership beyond the impact of transactional leadership-An application aomng Turkish SME's. 10th International Strategic Management Conference (pp. 881-889). Elsevier Ltd.
75. Onicra Insights. (June 2013). SME INSIGHTS. Onicra Credit Rating Agency of India Ltd.
76. Palanichamy, A. S. (2011). Leadership styles and its impact of organizational commitment. The Journal of Commerce.

77. Patrick M. Kreiser, L. D. (2002). Assessing the Psychometric Properties of the Entrepreneurial Orientation Scale: A Multi-Country Analysis. Entrepreneurship Theory and Practice.
78. Pearce, C. L. (2007, December). Managment Department Faculty Publication. Retrieved 10 4, 2013, from www.digitalcommons.unl.edu: http://digitalcommons.unl.edu/managementfacpub/73/
79. Salavou, G. J. (2007). Entrepreneurial orientation of SME's,product innovativeness and performance. Journal of Business Research-Elsevier, 566-575.
80. Samantha C. Paustian-Underdhal, L. S. (2014). Gender and Perceptions of Leadership Effectiveness:A meta-analysis of Contexual Moderators. Journal of Applied Psychology, 1129-1145.
81. Sandal, H. H. (2013). Transformational Leadership in Norway: Outcomes and personality correlates. European Journal of Work and Organizational Psychology.
82. Sathe, V. (2003). In Corporate Entrepreneurship -Top Managers and New Business Creation. Cambridge University Press.
83. Saxe, D. (2011). The Relationship between transformational leadership and the emotional and social competence of the school leader. Retrieved September 5, 2014, from www.ecommons.luc.edu: http://ecommons.luc.edu/luc_diss/63/
84. Schillo, S. (November 2011). Entrepreneurial orientation and company performance: Can the academic literature guide managers? Technology Innovation Management Review.
85. Shah, N. (2012, April 25). Challenges that SMEs faced today. Retrieved August 10, 2013, from www.livemint.com: http://www.livemint.com/Opinion/rWvl2PgLx6hYvVA0YfZREK/Challenges-that-SMEs- face-today.html
86. Shepherd, J. W. (2005). Entrepreneurial orientation and small business performance: A configurational appraoch. Journal of Business Venturing, 71-91.
87. Simic, I. (1998). Transformational Leadership-The key to successful management of transformational organizational changes. Facta Universitatis.
88. Slevin, J. G. (1989). Strategic management of small firms in hostile and benign environements. Strategic Management Journal, 75-87.

89. Slevin, J. G. (1991). A conceptual model of entrepreneurhsip as firm behavior. Entrepreneurship Theory and Practice, 7-25.
90. SME Business Development Chamber of INDIA. (2012). SME Manufacturing Summit. SME chamber of India. Mumbai.
91. Social Science Data Archives. (n.d.). Impact of organizational learning and innovation on performance. Retrieved 08 20, 2013, from Social Science Data Archives: http://www.adp.fdv.uni-lj.si/podatki/orgu/inovjk08-vp.pdf
92. Srdan Nikezic, S. P. (2012). Transactional and Transformational Leadership:Development Through Changes. International Journal for Quality Research, 285-296.
93. T. R. Phihlela, S. A. (2012). A Measurement Framework to Assess SME Performance. Information Systems Educators Conference. New Orleans Louisiana,USA.
94. Taylor, P. (2013). The effect of entrepreneurial orientation on the internationalization of SME's in developing counutries. African Journal of Business Management, 1927-1937.
95. Theron, H. H. (2004). Development of a questionnaire for assessing work unit performance. SA Journal of Industrial Psychology, 19-28.
96. Vipin Gupta, I. C. (2004). Entrepreneurial Leadership:Developing and Measuring a Cross-Cultural Construct. Journal of Business Venturing,Elsevier Inc.
97. Wang, C. L. (2008). Entrepreneurial orientation,Learning orientation and Firm performance. Entrepreneurship Theory and Practice.
98. Yukiko Tanaka, T. H. (2010, March). Entrepreneurial Orientation and Business Performance of small and medium enterprises of Hambantota district Sri Lanka. Asian Social Science.
99. Zaidi, L. (2013). Problems affecting the growth of small and medium enterprises in India. International Conference on Technology and Business Management.
100. Zulkiffli, S. &. (2011). A literature analysis on business performance for SMEs - subjective or objective measure? SIBR conference on Interdisciplinary Business and Economics Research. Bangkok,Thailand.

101. Zulkiffli, S. N. (2014). Business Performance for SMEs:Subjective vs Objective Measures? Society of Interdisciplinary Business Research, 391-400.