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Book Review

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Editorial Note

The world is passing through a severe economic turbulence. There is a downturn in the business world over and the performance indicators of many countries are showing a downward trend. The dynamics of the global businesses is also taking its toll on the performance of Indian business houses. The prices of most of the necessities have sky rocketed and on the foreign front the value of the rupee has been constantly depreciating. The unstable political situations in many states is adding to the cup of sorrows the country is facing in the recent times.

The policy makers and the planners are at crossroads to laydown a longterm growth plan. The existing knowledge bank with the nation is seemingly inadequate to address and overcome the crises situation arising in the different sectors. In this context research on the variety of problems being faced by the different sectors and studies aimed at going to the root cause of the problems gain importance. The present volume of SAJMR is a humble contribution in this direction. The interdisciplinary nature of the articles encourages the researchers to take a broader view of the research problems and give a new insight into the problems being encountered in India in particular and the world at large. This interdisciplinary approach of the journal has been maintained since its inception five years ago. The research articles included in this issue too fall under this category. Articles dealing with transport sector management to the individual organization studies dealing with business are published in this issue. Any branch of knowledge cannot be said to be in tune with times if it does not have link with the information technology era. Accordingly a book review dealing with database management has been specially selected for the issue.

We are sure that the research articles with their applied methodology will serve as guide to new researchers and contribute to give new insight into the respective field of study.

Dr. T. V. G. Sarma

Editor

Motivational level, Locus of Control and Burnout among Entrepreneurs

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Abstract: Motivation, locus of control and burnout is very important but very less studied issue. Present study was an attempt to identify the level of motivation, locus of control and burnout among Eritrean entrepreneurs. Motivation Scale of Steers and Braunstein, Locus of Control of Rotter and Job Burnout of Maslach and Jackson were administered to gather information. The data were analyzed by using Means, Standard Deviations and t test. The results revealed that (i) male and female entrepreneurs were not found significant difference in terms of need for achievement (ii) male entrepreneurs showed significantly higher on need for power than female counterparts, (iii) Eritrean female were found significantly higher on need for affiliation than male entrepreneurs (iv) female entrepreneurs found higher level of job burnout than male counterparts (v) male entrepreneurs showed higher level of internal locus of control than female counterparts and, (vi) female entrepreneurs were found significantly higher than male on external locus of control.

Key Words : Motivation, Locus of Control, Burnout, Entrepreneurs and Eritrea

1.0 Introduction

It is well noted that a person cannot win a game if they do not play. In the context of entrepreneurship, this statement suggests that success depends on people's motivation to become entrepreneurs. According to Knight (1948) entrepreneurs are specialized group of people who bear risk and deal with uncertainty. The purposeful individual or group of associate individual who have undertaken to indicate, maintain profit oriented business unit of production of contribution of economic goods and services also known as entrepreneurs (Cole, 1959). McClelland (1961) found that entrepreneurial behaviour was exhibited by people who were high in need for achievement. Furnham (1986) argued that high need for achievement in the society was associated with growth in entrepreneurial behaviour. Atkinson (1966) found that the people who have high need for achievement tend to believe in their own ability to control the outcome of their effort. It is evident from the various study and their results that the successful entrepreneurs were high on need for power, need for achievement and centrality on work (Johnson, 1990; Sinha & Chaubey, 1972; Nandy, 1973; Likert and Likert, 1976, and McClelland, 1965). Even though subsequent research produced equivocal findings with regard to the

relationship between the need for achievement and entrepreneurship (Furnham, 1986 and Gartner, 1988), prior research also indicated that concepts such as locus of control (Brockhaus, 1982), perceived feasibility (Krueger, 1993), self-esteem (Robinson, Stimson, Huefner & Hunt, 1991), Protestant Work Ethic (Furnham, 1986), and self-efficacy (Boyd & Vozikis, 1994) had a positive influence on entrepreneurial (self-employment) intentions. Azad (2008) conducted a study among entrepreneurs and found significant difference was found between unsuccessful and moderately successful entrepreneurs on risk taking affiliation.

Locus of control has been one of the most pervasively employed concepts in psychological researches. It refers to the disposition to perceive one's own behaviour or as due to external or extrinsic factors. Those who believe that they can exercise some control over their destinies are considered to be internally controlled and those external who believe that their reinforcements are controlled by luck, chance or powerful others (Rotter, 1966). Cognitive function that has been found to be associated with locus of control is attention and it was reported that internals paid more attention to decision about skilled related matters than externals. Organ and Greene

(1974) and Mitchell et al. (1975) reported that locus of control was significantly related to job satisfaction. Researches in this field provided the evidences that the subjects having the belief in internal locus of control experienced more job satisfaction than external (Blau, 1987; Das and Agarwal, 1990 and Nasir et al., 2004). Babb and Babb (1992) found no differences in locus of control between founders and managers in small businesses in Northern Florida. Similarly, Brockhaus (1982) found that managers and owners of new businesses did not differ on locus of control. In a longitudinal study of students, Hull, Bosley, and Udell (1980) found that locus of control did not differentiate between students who went on to work in managerial positions and those who started their own business. Finally, in the studies of New England entrepreneurs, Begley (1995) and Begley and Boyd (1987) found that locus of control did not distinguish between founders and managers. Allam and Reddy (2007) conducted a study and pointed out that internally controlled group of employees were found significantly more satisfied with their job than externally controlled group of employees.

Burnout is a syndrome of emotional exhaustion, depersonalization and a sense of low personal accomplishment that leads to decreased effectiveness at work. The literature suggests strong interrelationships among low levels of job satisfaction, the burnout syndrome and other organizational factors (Ramirez et al., 1996; Shamian, et al. 2001; Kalliath and Morris, 2002 & Burisch, 2002). In the last few years various studies have been conducted on job burnout with different variables among employees working public and private sectors (Pradhan, 1994; Geolman et al., 1998; Tripathy, 2002, and Imai et al. 2004). Pioneer of the concept in Psychology, Freudenberger (1974) defined burnout as 'a state of physical and emotional depletion resulting from the condition of work'. The literature reviewed on this concept provides ample empirical evidences that burnout is the outcome of poor climatic and working conditions of the organizations (Schwab, 1983; Rajeshwari,

1992; Green glass et al., 1998; Barnes, 1999; Cam, 2001; Maslach, 2003; Maslach, Schaufeli & Leiter, 2001). Turnipspeed (2000) noted that burnout was associated with organizational and social behaviour such as job involvement, job satisfaction, job tension and productivity. Many constructs, such as job stress, burnout, motivation, and job satisfaction, have been developed and primarily tested in Western industrialized countries (Glazer & Beehr, 2005; Harrison, Newman, & Roth, 2006; Jamal, 2005). Their portability and usefulness to developing, emerging countries have rarely been tested despite repeated suggestions to do so (Foley, Hang, & Lui, 2005; Jamal, 1999; Kirkman, Lowe & Gibson, 2006). Lessen et al. (2005) observed that there is no difference in emotional exhaustion, depersonalization and personal accomplishment on the basis of gender, marital status, and year of training or time spent in patient care selling. Siying et al. (2007) investigated a study and reported that Occupational stress was significantly positively related to all burnout dimensions, while coping resources correlated negatively to all burnout dimensions. Allam and Rezene (2009) conducted a study and suggested that low burnout, younger and married group of banking employees found more job involved in their work. Jamal (2010) conducted a study and observed that overall job stress and the four job stressors were significantly related to burnout and turnover motivation in the predicted direction in all four countries i.e. Pakistani, Chinese, Malaysian and Canadian. Most recently Allam and Harish (2010) found that low job burnout employees showed greater degree of job satisfaction than high job burnout employees.

2.0 Aims of the study

Many research studies have been conducted on entrepreneurs throughout the world but Eritrea, a young state, is considered one of the poorest country in African continent and very few studies have been initiated by the researchers and academicians in this regards. On retrospection of literature on motivation,

locus of control and job burnout, it seems that there is strong need for research among Eritrean entrepreneurs. Hence the present investigation was undertaken with the following objectives:

- To assess the level of achievement motivation, affiliation motivation and power motivation of Eritrean male and female entrepreneurs.
- To understand the level of internally and externally locus of control of Eritrean entrepreneurs.
- To know the degree of job burnout of two different groups of entrepreneurs.

3.0 Hypothesis of the Study

Keeping the purpose of the present study in mind and in the light of research literature reviewed, certain null hypothesis has been formulated and these hypotheses are as under:

Ho1: There would not be significant difference between male and female groups of entrepreneurs on achievement motivation.

Ho2. The male and female groups of entrepreneurs would not be differ significantly in terms of affiliation motivation.

Ho3. There would not be significant difference between two groups of entrepreneurs in terms of power motivation.

Ho4: The male and female entrepreneurs would not be differ significantly on internally locus of control.

Ho5: The male and female would not be differ significantly in terms of externally locus of control groups of entrepreneurs.

Ho6: There would not significant difference between male and female entrepreneurs in terms of job burnout.

4.0 Methodology of The Study

4.1 Sample

The present study comprises of 100 entrepreneurs (male= 50 and female= 50) were randomly selected from Asmara, Eritrea, North East Africa.

4.2.0 Study Tools: The following Tools and

Techniques were used

4.2.1. Motivation Scale : Developed and standardized by Steers and Braunstein (1976) was used to measure achievement motivation, affiliation motivation and power motivation. A 15 items 5-point rating scale i.e. from strongly agree to strongly disagree with a score of 5 to 1. The test-retest reliability of test is .59 and split half reliability is 0.67.

4.2.2. Rotter's Locus of Control Scale : Adopted by American Psychological Association 1971 was used. The scale consists of 10-pairs of statements categorized as group "A" and group "B" to identify the internally and externally controlled group.

4.2.3. Job Burnout Inventory : Developed by Maslach and Jackson (1981) was used to assess the degree of burnout and its facets namely emotional exhaustion, depersonalization and personal accomplishment. The scale contains 22 items and each item to be rated on 7 point rating scale, ranging from very mild to very strong with a weighted score of 1-7. The reliability of the inventory was found 0.56.

4.3 Data Analysis : The collected data were tabulated and analyzed by applying appropriate statistical tests. Means, Standard Deviations and 't' tests were used to analyze the data to see the significant difference of the groups.

4.4 Procedure : Questionnaires taken for the study were administered after having approval for such study at the administration office. All three psychometric measures were administered to 100 entrepreneurs (Male=50 and Female=50). Each respondent was contacted personally and requested to fill up the questionnaires. They were assured of confidentiality in their responses. The respondents were allowed to take their own time to complete the questionnaires. The responses were scored and put to statistical analyses and results were prepared accordingly.

4.5 Results and Discussion

Table-1 Showing mean, SD and t value of entrepreneurs on need for achievement.

Group Compared	N	Mean	SD	t
Male	50	19.17	1.99	
Female	50	18.56	2.10	1.5

It is observed from table-1 that the mean of need for achievement of male and female entrepreneurs were found 19.17 and 18.56 with SD 1.99 and 2.10 respectively. The two groups of entrepreneurs do not differ significantly. Therefore, the proposed null hypothesis H_{01}

was accepted. The result might be attributed that male entrepreneurs have high need for achievement because of high self confidence, doing things differently and goal oriented than female counterpart. This finding has been supported by Atkinson (1957).

Table-2 Showing mean, SD and t value of entrepreneurs on need for power.

Group Compared	N	Mean	SD	t
Male	50	19.72	2.79	
Female	50	17.34	2.55	4.50

It is evident from table-2 that the mean of need for power of male and female entrepreneurs were found 19.72 and 17.34 with SD 2.79 and 2.55 respectively. The two groups of entrepreneurs differ significantly ($t=4.50$, $p<.05$). Therefore, the proposed null hypothesis H_{02} was rejected. The result may be highlighted that male entrepreneurs have high

score on need for power because they are thinking of autonomy, freedom, independence, authority than female counterparts. Ghiselli (1971) pointed out that need for power seems to be important for entrepreneurs by the vary nature of their job need to actively supervise others and manipulate them in order to achieve organizational goals.

Table-3 Showing mean, SD and t value of entrepreneurs on need for affiliation.

Group Compared	N	Mean	SD	t
Male	50	18.18	2.92	
Female	50	20.74	2.21	5.12

It appears from table-2 that the mean of need for power of male and female entrepreneurs were found 18.18 and 20.74 with SD 2.92 and 2.21 respectively. The two groups of entrepreneurs differ significantly ($t=5.12$, $p<.05$). Therefore, the proposed null hypothesis H_{03} was rejected. The result may be highlighted that female

entrepreneurs have high score on need for affiliation because they are emotional, sentimental, fickle, charming, affectionate and frivolous than male entrepreneurs. Timmons (1985) observed that entrepreneurs scored high scores on affiliation considered as highly successful entrepreneurs.

Table-4 Showing mean, SD and t value of entrepreneurs on job burnout.

Group Compared	N	Mean	SD	t
Male	50	72.02	11.98	
Female	50	86.72	18.76	4.60

Table 4 shows that the mean of job burnout scores of male and female entrepreneurs were found 72.02 and 86.72 with SD 11.98 and 18.76 respectively. The two groups of entrepreneurs differ significantly ($t=4.60$, $p<.05$). Therefore, the proposed null hypothesis H_04 was rejected. The result may be interpreted that female

entrepreneurs have high scores on job burnout because of different roles, responsibilities, lack of emotional support, lack of partner support and facing difficulties in dealing different peoples might lead to higher level of job burnout than male entrepreneurs.

Table-5 Showing mean, SD and t value of entrepreneurs on internal locus of control.

Group Compared	N	Mean	SD	t
Male	50	5.90	0.92	
Female	50	5.28	0.87	3.70

It is clear from table-5 that the mean of internal locus of control scores of male and female entrepreneurs were found 5.90 and 5.28 with SD 0.92 and 0.87 respectively. The two groups of entrepreneurs differ significantly ($t=3.70$, $p<.05$). Therefore, the proposed null hypothesis H_05 was rejected. The result may be interpreted that male entrepreneurs have high scores on

internal locus of control because of assertiveness, optimistic, high need for achievement, power, responsibilities and authority. Brockhaus and Nord (1979) revealed that entrepreneurs are more internal in their locus of control beliefs when compared to other professions.

Table-6 Showing mean, SD and t value of entrepreneurs on external locus of control.

Group Compared	N	Mean	SD	t
Male	50	4.09	0.91	
Female	50	4.72	0.85	3.68

It is evident from table-6 that the mean of external locus of control scores of male and female entrepreneurs were found 4.09 and 4.72 with SD 0.91 and 0.85 respectively. The two groups of entrepreneurs differ significantly ($t=3.68$, $p<.05$). Therefore, the proposed null hypothesis H_05 was rejected. The result may be highlighted that female entrepreneurs have

high scores on external locus of control because of believing more in God, doing more religious practices, low confidence, luck, chance, self-pitying vulnerable to stress and lack of societal support. Azad (2008) found significant difference between moderate successful and high successful entrepreneurs on locus of control.

4.6 Findings

On the basis of results obtained the following conclusions have been drawn:

- Male and female entrepreneurs were not found significant difference in terms of need for achievement but male scored high scores on need for achievement
- Male entrepreneurs showed significantly higher on need for power than female counterparts
- Eritrean female entrepreneurs were found significantly higher on need for affiliation than male entrepreneurs
- Female entrepreneurs found higher level of job burnout than male counterparts
- Male entrepreneurs showed higher level of

internal locus of control than female counterparts and

- Female entrepreneurs were found significantly higher than male on external locus of control.

4.7 Summary

Eritrea a young country has lesser resources but entrepreneurs trying to do the things whatever resources are available. However, people in the business arena must work hard in developing entrepreneurial qualities through different kinds of trainings to reduce stress and burnout, which, in turn facilitate their success, which have psychological and physical benefits. In spite of various limitations, the study has avenues for the future research.

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