

Analysis of Entrepreneurial Motivation in a Brassware Cluster in a Semi-Urban Region, West Bengal, India

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Abstract

An analysis of motivational aspects is considered important to understand an entrepreneur's mindset and proclivity to undertake some challenging venture and flourish in the business world. In this context, this paper is based on a sample of 60 firms in a brassware cluster in Nabadwip region in West Bengal, India. The objectives are to (a) analyse the rankings of various items of entrepreneurial motivation and focus of their reliability, (b) find a correlation between motivation and profitability indices, and (c) explain the variation in enterprise profitability by the different motivation sub-indices. Cronbach's alpha test is applied for finding the reliability of motivational items. Two-stage principal component technique is used for deriving motivation sub-indices and total motivation index; whereas, the regression analysis explains the variation in enterprise profitability. The findings involve consistency in motivational items, significantly correlated profitability with motivation index, and significant variation in enterprise profitability explained by most of the motivational sub-indices. However, the enterprise owners are facing the problems of credit, marketing, and lack of skilled labour. The government should take measures for providing short-term loan based on their performance. Further, active steps are required for opening some local training schools, arranging workshops, launching awareness generating programmes through drama/posters, etc.

Keywords: Motivation, Entrepreneurship, Cluster, Profitability, Principal Component

Introduction

Motivation is considered the driving force behind an individual's desire and action to undertake a new venture that may be risky and full of challenges. It directs a person's behaviour and attitude to fulfil some desire, goads him to resort to appropriate strategies and jump into action to attain the goals. An entrepreneur's proclivity towards undertaking some innovative work is influenced by his willingness and intention to go ahead and flourish in the business world.

According to Mcfarland (1974), "motivation refers to the way in which urges, drives, desires, striving, aspiration or needs direct, control or explain the behavior of human being".

According to Shane et al. (2003), all entrepreneurial action is the upshot of both motivational and cognitive factors, the latter including ability, intelligence, and skills (Locke, 2000). They also opine that entrepreneurship emerges not only as a result of human action; external factors, e.g., the status of the economy, the availability of venture capital, the actions of competitors, government regulations, etc., also have a substantial role in shaping it. While business environmental factors like these shape the pattern and intensity of entrepreneurial activity, intrinsic factor like human motivation plays a critical role in the entrepreneurial process.

Further, it is argued that motivational differences also shape the entrepreneurial process. Thus, entrepreneurial decision may also be influenced by differences in human

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perception about business risk and opportunity (Shane & Venkataraman, 2000). People differ with regard to their perception about the risk of expending resources before knowing the distribution of outcomes (Palich & Bagby, 1995).

Motivation is the link between intention and action. Because of this, motivation has gained a lot of attention as the link between possessing certain entrepreneurial characteristics and taking the action of exploiting an opportunity; this is why, an understanding of entrepreneurial motivation has been deemed an important area of study.

Review of Previous Literature

The literature on intrinsic factors of motivation has been greatly swayed by “Self-Determination theory”, developed by Edward Deci and Richard Ryan (1975). This theory captures the view that people tend to be goaded to attain accomplishment. This need is embedded in the form of people’s desire to flourish. The study of entrepreneurial motivation has provided rich vision about entrepreneurial behaviour (Carsrud & Brannback, 2011). Some of these studies (Caliendo, Fossen, & Kritikos, 2011) have tried to explicate entrepreneurial intentions through internal factors such as personality traits, including the propensity for taking risks and undertaking actions while remaining exposed to threats.

Shapiro and Sokol (1982) considered the external factors such as social and environmental ambience that combine together in explaining the decision to become an entrepreneur. These factors are also connected to other personal and professional external factors reflected in the form of personal goals, business environment, and business inklings (Naffziger, Hornsby, & Kuratko, 1994).

According to Ajzen (1991), entrepreneurs have the ability to both recognize an opportunity and deploy resources to exploit it. Even in the presence of intention to exploit an opportunity, actual taking of action by someone presupposes the existence of sufficient motivation to do so. From this view, an individual may have entrepreneurial traits, but without the link between intention and action, that individual will not take the risk of exploiting those opportunities.

Robichaud, McGraw, and Roger (2001) surveyed entrepreneurs from North America to determine what motivation categories lead to business success. Findings from their studies show that the motivation of entrepreneurs falls into four distinct categories: (1) extrinsic rewards, (2) independence/autonomy, (3) intrinsic rewards, and (4) family security. These four groups of factors determine the motivation level of entrepreneurs, which in turn influences their performance.

In their study on Vietnamese small entrepreneurs, Swierczek and Ha (2003) observed that challenge and attainment were more important motivating factors than necessity and security. In a study in Romania, Benzing, Chu, and Szabo (2005) identified income and job security needs as more robust motivators than personal needs and self-actualization. Based on a study in the context of Turkey, Ozsoy, Oksoy, and Kozan (2001) found that necessity to provide security for themselves and their family and earn increased income act as motivating factors for starting an enterprise. In the context of Kenya and Ghana, Chu, Benzing, and McGee (2007) found that the two strongest motivators for entrepreneurship were to increase income and provide employment to themselves.

Evidence (Amorós, J. E. et al., 2009, Edelman, F., et al., 2010, Gorgievski, M., et al., 2011, Jayawarna, D., et al., 2011) suggests that entrepreneurial motivation matters in shaping the firm’s performance and strategic decision, which influence the business outcome. Differences in entrepreneurial motivations also influence the differential in firm performance, entrepreneurs’ investments in their firms, and their relative success in turning start-up efforts into operative fruitful business venture.

According to Virginia Barba-Sánchez et al., (2017), the present economic crisis in the form of squeezing of employment in white-collar jobs highlights the need for self-employment and the creation of new enterprises to generate the sources of employment and human welfare. In this context, they develop a theoretical model based on the Expectancy Theory to explain self-employment in terms of an individual’s motivation and ability to initiate a business. In the absence of adequate information about entrepreneurial motivation, they conducted a field investigation of Spanish self-employed workers who had

established a manufacturing company during the last 3 years. The results endorse the hypothesis that expectancy, instrumentality, and valence improve entrepreneurial motivation. This study focuses on the view that apart from individuals having business ability and acumen, motivated people also resort to entrepreneurial drive that involves risk and threats.

In the backdrop of highly populous developing countries like India plagued by massive unemployment, this motivation issue assumes singular importance. It is held that there is a lurking potential of innovative entrepreneurial activity among a substantial section of these youth population seeking for employment. Given the continual relative shrinking of the availability of white-collar jobs (Datta et al., 2016), the industrial sector, especially MSMEs (micro, small, and medium enterprises), can provide the potential of employment of these youth folk. Hence, adopting business or setting up industrial production units happens to be a major avenue of earning for a big chunk of unemployed population. However, often the mindset and outlook of these youth appears to be at a mismatch required for resorting to such entrepreneurial drives. The sort of impetus and stimulus required for undertaking a spirited drive is often found absent among a huge portion of these unemployed mass. Hence, the analysis and appraisal of the motivation issues seems pertinent in this context. It may drive at least some part of the population to these enterprising occupations, and it seems extremely imperative for duplication and imitation on the part of individuals having the potential of bearing risks and taking challenges involved in entrepreneurial drive. In addition, this assumes special importance, especially in the case of clustered small and medium scale firms. In this context, it seems imperative to (1) have a comparative analysis of the ranking of various items of motivation as perceived by the respondents in the brassware cluster, (2) analyse the reliability of various items of motivation for assessing their consistency, (3) develop an index of motivation on the basis of principal component technique and find the level of correlation between motivation index and performance index, and (4) explain the variation in profitability of enterprise owners by the different motivation sub-indices. The analysis is carried out in the context of a brassware manufacturing cluster of small-scale units in Nabadwip region in West Bengal, India.

Brassware Cluster in Nabadwip

In matters of making brassware, Nabadwip, located in Nadia district in West Bengal, earned considerable fame in India. People from different regions in and around Bengal flocked here for settling permanently and eking out their livelihood based on this craft. Here, in different locations of the town, separate region-specific clusters have developed according to the making of variety of the brass-product. The craft has flourished based on hereditary adoption of the job focussed on making different types/varieties of the brassware product. However, this craft is gradually on the wane primarily because of lack of capital and its character of being mainly a cottage-based industry. The evolution and pattern of spread of brassware-making clusters in mainly four locations are worthy of analysis. These locations are Bablari, Ramsitapara, Basakpara, and Ranirghat.

Brief Discussion of Study Region

Bablari

Here, the prime product is brass bowl. Some of the entrepreneurial firms here are engaged in both making and polishing of the bowl, while some do either of these works. Although many people were enticed to this sphere with the hope of earning a handsome amount, lack of capital and labour have greatly robbed of that scope. People here are also not adequately aware of the loan schemes/opportunities from government institutions, while some other type of cottage-based crafts developed here have been able to reap the benefit of such schemes. They generally do not have any major inhibition to the process of knowledge/technology spill over and many of them are ready to share their knowledge with younger generations, while the youth are gradually losing their interest in such an occupation. Earlier, there was a samiti (group) to look after the concerted development of the entrepreneurial craftsmen engaged in such enterprises. There is no more existence of such a samiti now.

Ramsitapara

The enterprises belonging to the cluster in this locality specialise in the production of various brass metal items

like bowl, bell, lamp, etc., or mainly do the polishing job. Many of these produced items are linked to the worship of the deities. With the recognition of the continuing demand base of various brass metal items that are needed during the worship of the deities or various social occasions, in this religious place, people from nearby localities some 200 years back, thronged at this place and started this job. The persons engaged in these jobs are interested in maintaining their family tradition. The tradition is continuing since last 200 years as per the statement of some enterprise owner here, who belong to the ninth generation of this family business. The first person in their family line, Balaram Rajbanshi, came to Nabadwip and adopted this work. Some of these enterprise owners here are always trying to introduce innovative arts in their product quality. As per their perception, they do not face any adversity in the demand condition of their product despite existence of various substitute products. This is because during worship, marriage, and social occasions, substitute products cannot compete with the quality and material of their products in the market. With a continuing spate of social occasions, market demand can in no way cast a negative impact on their livelihood.

However, here also, capital scarcity is a major problem. Even some short-term benefit, which may be rolled out by the government, can help flourish their business. Many of the enterprise owners here carry out their activity based on orders based on their link with mahajans. The entrepreneurs here seem to be willing to share their knowledge/technology with others, who may express their desire to learn it from them.

Basakpara

The firms belonging to the cluster here are associated with the making of brass pitcher, plate, etc. Here also, the work is being continued on the family tradition basis. The roots of most of the families here are linked with immigrants from Bangladesh, who came to settle here, about 150 years back, to earn their living. The problem of market demand does not bother these enterprising people because their products have a perennial demand base during yearlong various worships, marriage, first rice ceremony of children, etc. Hence, they feel that substitute products do not hamper the prospect of their business.

The firm owners in this region mostly belong to Kangsabanik caste. These people are careful to restrict the technology or art of their work amongst the people in their own caste. Neither do they ventilate their knowledge/skill to people outside their family or own caste, nor do they employ labour from outside their own sect. The firms belonging to the cluster here have their own kangsabanik samiti. The secretary of this samiti belongs to the same caste and the labourers are members of this samiti. In recent years, however, the firm owners are sensing some shift of demand due to preferences among younger generation towards substitute products and increase in the number of firms among their own caste.

Here, all the enterprise owners work on some sub-contracting basis linked with the mahajans. The raw materials and work order are provided by the mahajans. They are supposed to complete their work and supply the finished product to the mahajans in a stipulated time. Usually, they do not have the freedom to individually sell their product in the market. However, many of them are trying to raise individual business, which often is thwarted due to lack of adequate capital. Here, handloom industry also has been flourishing in some cases. However, the kangsabanik people have a grievance against the discriminatory treatment meted out to them by local administration who provide short-term capital to handloom artisans while neglecting their capital problem.

Ranirghat

This region is located beside the riverbank in Nabadwip and by the market area. Here, the clustered firms are engaged in producing bowl, pitcher, and all kinds of worship-related materials. These people simultaneously carry out individual business and work sub-contracted by the mahajans. Order placed by the mahajans are to be delivered within the stipulated time. Because of linkage with the mahajans, they do not face any capital problem. This is because raw materials are provided by the mahajans, which is translated into final product through exercise of their own/hired labour. The wages given by the mahajans for this job covers labour cost, other raw material cost, and some incentive amount. However, in case of individual business, many of them cannot bear the expenses involved in arranging raw materials. Hence, despite their desire, they cannot shift to individual business because of financial problem.

Explanation of the Motivation Factors

Motivation is an inner spirit that activates and directs entrepreneur's behaviour towards his goals. In this paper, we consider 17 motivation factors as constituting psychological dimensions accounting for the entrepreneur's motivation to jump into the business. For the purpose of analysis, we classify all factors into six broad categories. At first, we consider the material well-being motive, which is one dimension of human well-being. In this broad category, it is decomposed into two factors like:

- (i) Earning larger personal income.
- (ii) Safety and security in consumption.

Next, we consider autonomy as one of the important motivations for entrepreneur. It is considered a psychological trait or a driver that enhances entrepreneurship. The following two factors are considered in this category.

- (iii) Aspiration for doing independent work.
- (iv) Greater flexibility in personal and family life.

Creativity is considered in terms of proclivity towards doing something new and bringing in innovativeness in the process of work

- (v) Desire to do something new apart from stereotyped job.
- (vi) Desire to introduce novelty in work.

Following McClelland (1961), the need for achievement has been associated with a strong desire to do things well, or outperform others, for gaining self-satisfaction. People with a high need for achievement are likely to enjoy taking personal risk and responsibility and favour quick, direct outcomes for their actions. This can also be linked with the individual trait of identity fulfilment. The achievement and challenge-taking motive can be factored into the following two statements:

- (vii) Earning pleasure from one's own work and
- (viii) Confronting challenges in life.

Recognition and social status: This aspect involves the motive of earning recognition and respect in a social standing for undertaking some daring and venturesome step in the society. This can be factored into the following five items:

- (ix) Gaining respect from societal standpoint.
- (x) Aspiration to excel others through leadership improvement.
- (xi) Desire to lead and influence others.
- (xii) Desire for social interaction through working in a group.
- (xiii) Deontic motive implies one's duty, obligation, or commitment to assume (entrepreneurial) task and responsibility for others' interest. It is supposed to emerge from a sense of duty and/or a feeling of obligation.

Family and role models imply some sort of embeddedness in family or friend circle from which motivation emerges. This dimension refers to the desire to continue a traditional family institution as well as emulate the way of functioning of some role models in the society. This can be captured in terms of the following constituents:

- (xvi) Continuing a family practice.
- (xvii) Emulating successful fellow entrepreneurs.

Earning respect from friends

Building business for future off-springs

The perception of the respondents towards all these 17 dimensions is captured in terms of application of 5-point Likert scaling technique.

Data and Methods

This paper is based on primary data collected from the clustered firms producing brassware items in Nabadwip region of Nadia district in the state of West Bengal in India. Total sample in this study includes 60 firms. These were covered in the study based on face-to-face interview with the owner of the firms, based on a pre-structured questionnaire. The owners were favoured as respondents to the questions, because they shouldered the day-to-day management responsibility and ardently participated during the course of taking overall decision.

For analytical purpose, it was considered pertinent to calculate single index based on diverse motivational items. At first, we standardized all the 17 factors under respective broad categories, which had already been discussed. Then, a sub-index is calculated for each broad

group by applying the Principal Component Method. In case of Motivational issue, there are six sub-indices like Material well-being, Autonomy, Creativity, Identity fulfilment, Social status, and Family embeddedness. These six sub-indices are again clubbed together by using the second-stage principal component method to form the total Motivation Index.

The total motivation index and sub-indices are considered latent or unobserved variables. Based on the signal from Cámara and Tuesta (2014), we apply two-stage principal components methodology to estimate the degree of motivation as perceived by the different enterprise owners. As the sub-indices are expected to contain inter-correlated indicators, we first estimate the sub-indices, rather than directly estimating the total motivation index.

First, the six individual sub-indices are formed by using principal component method. Second, we estimate the dimension weights and total motivation index by using the dimensions as explanatory variables.

Hence, we assume that the latent variable like total motivation index (TMI) can be expressed as a linear function as follows:

$$TMI = \alpha_1 I_j^{MW} + \alpha_2 I_j^{AU} + \alpha_3 I_j^{CR} + \alpha_4 I_j^{IF} + \alpha_5 I_j^{SS} + \alpha_6 I_j^{EM} + \xi_j$$

Thus, for example, material well-being index (I^{MW}) as a latent variable is supposed to be determined by variables like earning larger personal income (A_{1j}) and safety and security in consumption (A_{2j}). Here, I^{MW} can be considered a latent variable, which is unobserved. In linear form, it is represented as follows:

$$I_j^{MW} = \beta_1 A_{1j} + \beta_2 A_{2j} + \mu_{1j} \tag{1}$$

Similarly, in case of autonomy, the corresponding index I^{AU} as a latent form is supposed to be determined by a number of variables aspiration for doing independent work (B_{1j}) and greater flexibility in personal and family life (B_{2j}). In linear form, it stands as follows:

$$I_j^{AU} = \delta_1 B_{1j} + \delta_2 B_{2j} + \mu_{2j} \tag{2}$$

Again, in case of creativity, we consider the corresponding index as a latent variable linearly determined by two relevant components. The components are denoted as C_{1i} (Desire to do something new apart from stereotyped job) and C_{2i} (Desire to introduce novelty in work), respectively.

In latent form, this is written as:

$$I_j^{CR} = \varphi_1 C_{1j} + \varphi_2 C_{2j} + \mu_{3j} \tag{3}$$

Similarly, for identity fulfilment, social status, and familial embeddedness, we consider latent variables as I_j^{IF} , I_j^{SS} & I_j^{EM} , respectively.

These are expressed as:

$$I_j^{IF} = \phi_1 D_{1j} + \phi_2 D_{2j} + \mu_{4j} \tag{4}$$

$$I_j^{SS} = \psi_1 E_{1j} + \psi_2 E_{2j} + \psi_3 E_{3j} + \psi_4 E_{4j} + \psi_5 E_{5j} + \mu_{5j} \tag{5}$$

$$I_j^{EM} = \eta_1 F_{1j} + \eta_2 F_{2j} + \eta_3 F_{3j} + \eta_4 F_{4j} + \mu_{6j} \tag{6}$$

We indicate λ_i^{MW} ($i=1, 2$) as the i^{th} Eigen value in case of first equation, λ_i^{AU} ($i=1, 2$) as the i^{th} Eigen value in case of second equation, λ_i^{CR} ($i=1, 2$) as the i^{th} Eigen value in case of third equation, λ_i^{IF} ($i=1, 2$) as the i^{th} Eigen value in case of fourth equation, λ_i^{SS} ($i=1, 2, 3, 4 \& 5$) as the i^{th} Eigen value in case of fifth equation, λ_i^{EM} ($i=1, 2, 3 \& 4$) as the i^{th} Eigen value in case of sixth equation. Subscript ‘i’ states to the number of principal components in each respective category that also coincides with the number of corresponding factors. Mentioning that the values of λ_i gradually falls as the suffix increases in each case, we indicate P_i^{MW} ($i=1, 2$) as the i^{th} principal component in case of first equation, P_i^{AU} ($i=1, 2$) as the i^{th} principal component in case of second equation, P_i^{CR} ($i=1, 2$) as the i^{th} principal component in case of third equation, P_i^{IF} ($i=1, 2$) as the i^{th} principal component in case of fourth equation, P_i^{SS} ($i=1, 2, 3, 4 \& 5$) as the i^{th} principal component in case of fifth equation and P_i^{EM} ($i=1, 2, 3 \& 4$) as the i^{th} principal component in case of sixth equation. We get the corresponding estimator of each dimension according to the following weighted averages:

$$I^{MW} = \frac{\sum_{i=1}^2 \lambda_i^{MW} P_i^{MW}}{\sum_{i=1}^2 \lambda_i^{MW}}$$

$$I^{AU} = \frac{\sum_{i=1}^2 \lambda_i^{AU} P_i^{AU}}{\sum_{i=1}^2 \lambda_i^{AU}}$$

$$I^{CR} = \frac{\sum_{i=1}^2 \lambda_i^{CR} P_i^{CR}}{\sum_{i=1}^2 \lambda_i^{CR}}$$

$$I^{IF} = \frac{\sum_{i=1}^2 \lambda_i^{IF} P_i^{IF}}{\sum_{i=1}^2 \lambda_i^{IF}}$$

$$I^{SS} = \frac{\sum_{i=1}^5 \lambda_i^{SS} P_i^{SS}}{\sum_{i=1}^5 \lambda_i^{SS}}$$

$$I^{EM} = \frac{\sum_{i=1}^4 \lambda_i^{EM} P_i^{EM}}{\sum_{i=1}^4 \lambda_i^{EM}}$$

Even though, generally, the entire set of causal variables is replaced by a few principal components that explains a considerable percentage of the total variation in all the sample variables. In this case, we consider as many components as the number of explanatory variables. This is due to our concern to estimate accurately the sub-indices of motivation rather than truncating the data to avoid discarding information that could affect our estimates. Thus, this procedure accounts for 100% of the total variation in the data.

Second stage principal component analysis is run to compute the total motivation index (TMI) by the help of following equation, whereby we get:

$$TMI = \frac{\sum_{i=1}^6 \lambda'_i P'_i}{\sum_{i=1}^6 \lambda'_i}$$

The maximum weight, λ'_i is attached to the first principal component as it accounts for the largest proportion of the total variation in all explanatory variables. With increasing value of the suffix, the proportion of variance explained by the respective principal components declines. Based on algebra, each component, P'_i can be expressed as a linear combination of the six sub-indices, depicted as follows:

$$P'_1 = \omega_{11}I^{MW} + \omega_{12}I^{AU} + \omega_{13}I^{CR} + \omega_{14}I^{IF} + \omega_{15}I^{SS} + \omega_{16}I^{EM}$$

$$P'_2 = \omega_{21}I^{MW} + \omega_{22}I^{AU} + \omega_{23}I^{CR} + \omega_{24}I^{IF} + \omega_{25}I^{SS} + \omega_{26}I^{EM}$$

$$P'_3 = \omega_{31}I^{MW} + \omega_{32}I^{AU} + \omega_{33}I^{CR} + \omega_{34}I^{IF} + \omega_{35}I^{SS} + \omega_{36}I^{EM}$$

$$P'_4 = \omega_{41}I^{MW} + \omega_{42}I^{AU} + \omega_{43}I^{CR} + \omega_{44}I^{IF} + \omega_{45}I^{SS} + \omega_{46}I^{EM}$$

$$P'_5 = \omega_{51}I^{MW} + \omega_{52}I^{AU} + \omega_{53}I^{CR} + \omega_{54}I^{IF} + \omega_{55}I^{SS} + \omega_{56}I^{EM}$$

$$P'_6 = \omega_{61}I^{MW} + \omega_{62}I^{AU} + \omega_{63}I^{CR} + \omega_{64}I^{IF} + \omega_{65}I^{SS} + \omega_{66}I^{EM}$$

Hence, the total motivation index can be expressed as:

$$TMI = \left(\frac{\sum_{i=1}^6 \lambda'_i (\omega_{i1}I^{MW} + \omega_{i2}I^{AU} + \omega_{i3}I^{CR} + \omega_{i4}I^{IF} + \omega_{i5}I^{SS} + \omega_{i6}I^{EM})}{\sum_{i=1}^6 \lambda'_i} \right)$$

Analysis of Motivation Issues

In Nabadwip, the entrepreneurs engaged in brassware cluster reveal a varied form of ranking of the motives behind their choice of this job, as revealed in Table 1. The two most important motives from the top that goaded their choice happen to be ‘Aspiration for doing independent work’ and ‘Deontic motive’, while the 3rd rank is shared by four motives like, ‘Earning satisfaction from one’s own work’, ‘Earning respect in the eyes of the society/fellow producers’, ‘Emulating successful fellow entrepreneurs and Respect from friends’. This place, being famous for religious pursuit and having historical importance, offers good opportunities for business depending on the demand of tourists and worship during religious occasion. For this reason, the entrepreneurs find interest to pursue independent work in preparing diverse worship items like, Kasar, Jhampo, Kalsi, Ghara, Barandala, Pradip, Dhunuchi, Dabur, and Simhasan. They consider this job as their responsibility because they are located in this region and have been pursuing this work from the days of their ancestors. To find ‘satisfaction in their work’, ‘they sometimes innovate different designs’, and try to excel others in the locality in order to earn ‘reputation in the market or from their friends’. Often, they follow the performance of reputed fellow entrepreneurs to earn distinction in the craft. The entrepreneurs have enjoyed good profit ratio due to the advantage of being adjacent to a religious site and geographical proximity to a historical

place. Because of this, they try to run their independent work around their home and supply to the nearby market close to places of worship. The two least important items from bottom are 'Desire to dominate and influence others' and 'Desire to do something new apart from stereotyped

job'. This reflects the view that in the cluster there exists a web of cooperation among the enterprise owners even in a competitive scenario. Further, the entrepreneurs are not much interested to leave their traditional craft, which is their natural adoption.

Table 1: Motivational Aspects of Entrepreneurs in the Brassware Cluster

<i>Motivation Item</i>	<i>% of entrepreneurship with high motivation value greater than or equal to mean</i>	<i>% of entrepreneurship with high motivation value less than mean</i>	<i>Mean</i>	<i>Rank</i>
Aspiration for doing independent work	30.0	70.0	4.1	17
Deontic motive	78.3	21.7	4.0	16
Earning satisfaction from one's own work	76.7	23.3	3.9	13.5
Earning respect in the eyes of the society /fellow producers	81.7	18.3	3.9	13.5
Emulating successful fellow entrepreneurs	80.0	20.0	3.9	13.5
Respect from friends	80.0	20.0	3.9	13.5
Larger personal income	76.7	23.3	3.8	9.5
Greater flexibility in personal and family life	71.7	28.3	3.8	9.5
Safety and security motive	76.7	23.3	3.8	9.5
Ambition to excel others through leadership development	55.0	45.0	3.8	9.5
Desire for social interaction through working in a group	71.7	28.3	3.7	6
Build business for future generation	66.7	33.3	3.7	6
Facing challenges in life	63.3	36.7	3.7	6
Continuing a family tradition	55.0	45.0	3.6	3.5
Desire to introduce novelty in work	60.0	40.0	3.6	3.5
Desire to do something new apart from stereotyped job	43.3	56.7	3.3	2
Desire to dominate and influence others	40.0	60.0	3.2	1

Source: Author's Calculation based on Primary data collected in 2017

Reliability and Internal Consistency of Motivation Items

Reliability of the internal consistency of the motivation items is reflected by the value of the Cronbach's alpha

coefficient, which is a very moderate one. Here, it is revealed that if items i, viii, ix, xiv, and xvi are deleted, the value of the coefficient increases by some marginal amount. On the other hand, with elimination of other variables, the value falls. Hence, these values are supposed to behave in a more internally consistent way.

Table 2: Item-Total Statistics

<i>Item No</i>	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Cronbach's Alpha if Item Deleted</i>
(i)	59.68	29.406	.708
(ii)	59.72	26.647	.679
(iii)	59.40	26.075	.662
(iv)	59.58	25.942	.668
(v)	59.68	25.915	.667

Item No	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Cronbach's Alpha if Item Deleted
(vi)	59.57	26.419	.672
(vii)	60.25	26.360	.675
(viii)	59.95	31.743	.744
(ix)	59.67	30.158	.708
(x)	59.85	27.858	.689
(xi)	59.87	28.863	.696
(xii)	59.63	28.270	.685
(xiii)	59.77	28.080	.696
(xiv)	59.88	27.834	.710
(xv)	59.80	28.095	.684
(xvi)	59.67	31.718	.724
(xvii)	60.30	25.536	.672
Cronbach's Alpha	.705		
No of Items	17		

Source: Author's Calculation based on Primary data collected in 2017

As in most of the cases of the small scale/family based firms in this cluster, the day-to-day operation is run depending upon the cooperative action of family members, the overall performance of such firms is better judged by the per capita profitability. This reflects upon the intensity of cohesive action and cooperation together with the attitude to excel others in a competitive market. The simple correlation between per capita profit and total motivation index for the surveyed entrepreneurs is found as 0.374, which is highly significant. It connotes that with higher motivation index values; there occurs a greater level of involvement of the entrepreneurs in connection with earning higher profit.

Relation between Profitability and Motivation Sub-indices

For judging the individual impact of motivation items at a disaggregated level, we incorporate all the six sub-indices of motivation as explanatory items together with entrepreneur's per capita profit. The linear form of regression yields the results placed in following table. It is observed that the coefficient of sub-Index MW and sub-index AU have expected positive sign, which are however not significant. While Sub-Index CR is significant at 1% level with expected positive value of its coefficient, two other sub-indices IF and SS appear to be positively significant at 10% level. Sub-index EM although significant at 10% level, has however (-)ve sign.

The overall regression is observed to be more or less good fit as evident from the value of R^2 , which is 0.308, and the F statistic (3.93) being significant at 10%.

Table 3: Results of Linear Regression

Independent Variable	Coefficient	t-Value	Significance
(Constant)	7.367***	19.941	.000
Sub-Index MW	.140	.520	.605
Sub-Index AU	.024	.106	.916
Sub-Index CR	.703***	3.512	.001
Sub-Index IF	.578*	1.912	.061
Sub-Index SS	.884*	1.882	.065
Sub-Index EM	-.639*	-1.737	.088
F	3.930*		
R^2	.308		

Source: Author's Calculation based on Primary data collected in 2017
Dependent Variable: LN of Per Capita Monthly Income (LN_PCI)

Implications of the Regression Results

There are manifold implications emanating from the significant impact of four regressors like sub-Index_CR and sub-Index_IF, Sub-index_SS, Sub-index_EM on profitability aspect. As an amalgamation of several constituent elements, this suggests that creativity issues reflected in 'Desire to do something new apart from stereotyped job', 'Desire to introduce novelty in work', identity fulfilment in terms of 'Earning pleasure

from one's own work' and 'Confronting challenges in life', earning recognition and social status embedded in components like 'Gaining respect from societal standpoint 'Aspiration to excel others through leadership improvement', 'Desire to lead and influence others', 'Desire for social interaction through working in a group' and 'Deontic motive' and family, and societal legacy entrenched in 'Continuing a family practice', 'Emulating successful fellow entrepreneurs', 'Earning respect from friend' and 'Building business for future offsprings', have in a round about way great bearing on the variation of the profitability aspects in the study region. The negativity of the coefficient of sub-index_EM, which is contrary to expectation, may be interpreted in the following manner. It is likely that when working under the umbrella of a family business, or when blindly following the way of some successful enterprise owners in the neighbourhood, the entrepreneurs in the brassware cluster tend to be rather complacent and do not devote as much time and effort as required to boost up profitability. Further, the imperative of leaving a sound legacy to future off-springs may dissuade them from embarking on any risky and venture-some innovative effort that often involves higher profitability and expose them to the threat of an uncertain business prospect due to unstable business environment.

Concluding Remarks

It becomes evident from the study that entrepreneurs in the concerned region are primarily driven by the impetus to flourish their creativity and display their social identity, earning social recognition and gaining leadership in the business community through social interactions. Apart from this, in the absence of alternative job prospects, inertia in leaving the family atmosphere, lack of opportunity to have skill and training in other occupations, the entrepreneurs resort to this work where they can independently pursue their creativity and carry forward their family tradition, while also earn respect in the society as skilled artisans. Given the geographical proximity of the region with some religious site and more-or-less persistent demand for diverse form of artefacts made of brassware (that are needed during offerings to deities), the entrepreneurs also feel it their social responsibility and sustain their family tradition focused on cashing on the demand for their artefacts emerging from the religious favour in the neighbourhood.

In case of Nabadwip, this brassware cluster has a great potential. The brassware items are used not only in Nabadwip, but also in various other religious places all over India during worship of different deities/celebration throughout the year. However, nowadays, it is facing challenges due to lack of finance and proper marketing facilities. In most of the cases, entrepreneurs depend on the mahajans, who often charge exorbitant rates of interest for the loan given by them and capture the marketing process in their favour. Further, these enterprise owners often do not possess adequate asset base that are charged as collaterals by bank officials for processing loans. In this context, the government can initiate some lenient process for providing some short-term loan on basis of their performance. Further, the government should take active steps in opening some local training schools, arranging workshops, launching awareness generating programmes through drama, posters, counselling, etc., to propagate the urge for adopting entrepreneurship as a career and motivate more people to do something new apart from stereotyped white collared job. The NGOs should also come forward to provide similar facilities and arrange for motivation programmes for young generation people for identifying their potential for entrepreneurship.

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