Entrepreneurship in Developing Societies: An Empirical Examination of Entrepreneurial Orientation

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Abstract

Across the globe there has been a renewed interest in the phenomenon of entrepreneurship. It is increasingly being viewed as a potent tool to accelerate economic development especially those of disadvantaged communities. The primary goal was assessing the Entrepreneurial Orientation of Indian Tribal Youth. The study adopted a quantitative research design to analyse the proposed research questions. Data was collected using a self-administered structured questionnaire. For the purpose of sampling, tribal youth enrolled in higher education were contacted. The study utilized the GET test to measure the Entrepreneurial Orientation. The results indicated that tribal youth have medium level of Entrepreneurial Orientation and there was no evidence of spatial difference in the level of Entrepreneurial Orientation.

Key words: *Tribal Youth, Entrepreneurial Orientation, Entrepreneurial Decision, ANOVA*

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Introduction

Entrepreneurship has emerged as a potent strategy to promote development across the globe. Developed, developing as well as the third world countries are increasingly relying on entrepreneurship to accelerate their growth rate and bring development for all. The power of entrepreneurship to create prosperity has attracted the attention of governments, policy makers, global institutions and public in general. There has been a unanimous view that entrepreneurship is not only the best way to create a sustained source of livelihood, but also a potent tool to facilitate desirable social changes (Holt, 1997).

In contrast to developed countries, entrepreneurship is a recent phenomenon in the developing countries. There exists a well developed ecosystem for promoting and nurturing new business ventures by the individuals in the developed countries. The developing countries are also diverse. Few sections of society are highly better off with an excellent quality of life, some sections lead an average life and still others have lagged behind in the development process. Entrepreneurship has the potential to benefit all these sections of the society.

The level of entrepreneurial activity is dependent upon a lot of factors namely individual related factors and environment related factors. The individual level factors are related to the certain attitudes, tendencies and behaviour of the person that promotes entrepreneurship. On the other hand, environment related factors are external factors like taxation, government support, macroeconomic conditions that are crucial to entrepreneurship development. While the environmental factors are similar for all the sections of society, the individual level factors vary a lot across the various social groups. This explains why few societies display a high level of entrepreneurial activity than others.

There are several reports revealing the typical characteristics of tribal owned enterprises. These include they are relatively smaller, have single/few employees and mostly rural. Barring the states in north east, the share of tribal enterprises in total registered enterprises is less than their proportionate share in their respective state population. In fact, tribal enterprises are more survivalist in nature than being an entrepreneurial venture. Tribals in India are one of the most disadvantaged social groups and given the fact that close to 90% of the ST population resides in rural areas it becomes interesting to examine the various aspects of EO among ethnic youth (MoTA, 2014, 2020).

The remainder of the paper is organised as follow. The second section contains a detailed review of the related literature. Next to it, the research methodology of the study has been explained. The fourth section presents the empirical results and its discussion. Fifth section presents the conclusion.

Review of Literature

Entrepreneurship is a very popular field of research in the contemporary times. As a result, there is voluminous literature related to entrepreneurship from diverse disciplines mainly economics, psychology, sociology, and anthropology. This section presents the literature review related to EO and ethnic entrepreneurship.

Entrepreneurial Orientation (also called as entrepreneurial potential or entrepreneurial tendency) is an individual as well as firm level construct (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003). At firm level, EO refers to the strategy framing and decision making related to their organizational purpose thereby sustaining their vision and creating competitive advantages. One of the most popular versions of EO was developed by Covin and Slevin, (1991). They theorized that although there are three dimensions of EO namely, innovation, pro-activeness, and risk-taking, they appear together as a basic uni-dimensional construct. It was further improved by adding two dimensions, taking the total to five. These are risk taking, autonomy, pro-activeness, innovativeness and competitive aggressiveness (Lumpkin & Dess, 1996).

Surprisingly, limited literature is available on EO at individual level (Ferreira, F.A.F., et al, 2015). EO has been defined as “the ability of the individuals or firms to “embark on proactive

and aggressive initiatives to alter the competitive scene to their advantage" (Avlonnitis & Salavou, 2007). Swinney and Runyan define EO as "one who is an innovator, demonstrating initiative, risk taking behaviours and proactive behaviours. It refers to 'being an entrepreneur' (Cardon, Gregoire, Stevens & Patel, 2013).

Given the significance of the measure of EO at individual level, researchers have tried to measure the Individual Entrepreneurial Orientation (IEO) in the last few years. Many measurement instruments have been developed. One such test has been developed in 1987-88 by Caird and Cliff Johnson at Durham University Business School. This famous test is called 'The General Measure of Enterprising Tendency' (GET) test. This test assumes that the enterprising persons have certain common entrepreneurial features, which can be nurtured (via education, training, skilling etc), and measured. Recently, Bolton and Lane (2011) tried to develop a measurement scale based on the works of Lumpkin and Dessto measure EO at individual level. They generated and validated a measure called 'Individual Entrepreneurial Orientation', and further tested it using a sample of 1,100 university students. IEO scale has three dimensions namely, risk taking, innovativeness and pro-activeness. All these dimensions statistically correlate with the entrepreneurial intention measurements.

Goel, Vohra, Zhang and Arora (2006) compared the EO of Indian and Chinese university students. The results indicated that for most of the items of EO, Indian students displayed a significantly more positive attitude than their Chinese counterparts. For eight of the nine items, youth from different regions displayed significant variations in their attitude. Gibson and Harris (2009) conducted a comparative analysis of EO of community college and university students. They measured EO through four entrepreneurial traits. The results indicated that university students had higher EO scores than their peers from the community college. Hajong and Sharma (2010) carried out a study of the tribal enterprises in Rajasthan. The study concluded that majority of the tribal entrepreneurs had medium EO as measured by ten characteristics such as risk taking, innovation, achievement etc. Mohapatra and Sahu (2012) studied the entrepreneurial characteristics of tribal entrepreneurs in Mayurbhanj district of Odisha. Their study provided the results that majority of the tribal entrepreneurs had medium level of entrepreneurial features. One study on the entrepreneurial behavior of tribal entrepreneurs engaged in fish farming in Tripura was conducted by Pandey and De (2015). The study showed that majority of the tribal entrepreneurs had medium level of innovativeness and achievement motivation.

Research Methodology

Three research questions were proposed in this study. First, what is the extent of Entrepreneurial Orientation in ethnic youth? Second, are there any spatial differences in the Entrepreneurial Orientation of ethnic youth? And the third research question was is Entrepreneurial Orientation associated with Entrepreneurial decision for ethnic youth. A quantitative research design was adopted to answer these research questions.

The primary data was used in this study. The primary data was collected using survey method. The survey was conducted in the capital cities of the states namely Raipur (Chhattisgarh), Ranchi (Jharkhand) and Bhuwaneshwar (Odisha). The respondents were tribal students who were enrolled in higher education. Based on an extensive literature review, a bilingual questionnaire in English and Hindi was prepared. The respondents were asked to fill the questionnaire themselves. The questionnaire comprises three sections. Demographics of the respondents was captured in the first section of the questionnaire. In the second section, questions pertaining to EO were placed. In the third section, questions related to entrepreneurial decision were asked. A very reputed psychometric test called 'The General Measure of Enterprising Tendency' (GET) test was used as a measure of EO.

Convenience sampling method was put to use to generate the required sample. Questionnaires were handed to respondents in both offline and online mode. The sample size was 376. The collected data was analysed using tools of descriptive and inferential statistics.

Result and Discussions

In this section, the result of the data analysis is presented. Prior to performing the statistical analysis of data, it is advisable to screen the collected data so as to make it amenable for analysis (Luck & Robin, 1987). Hence, this advice was adhered to. After classifying and coding the data, the data entry was undertaken in MS Excel. Before the statistical analyses were performed, data cleaning was done. First, we describe the demographic features of sample respondents.

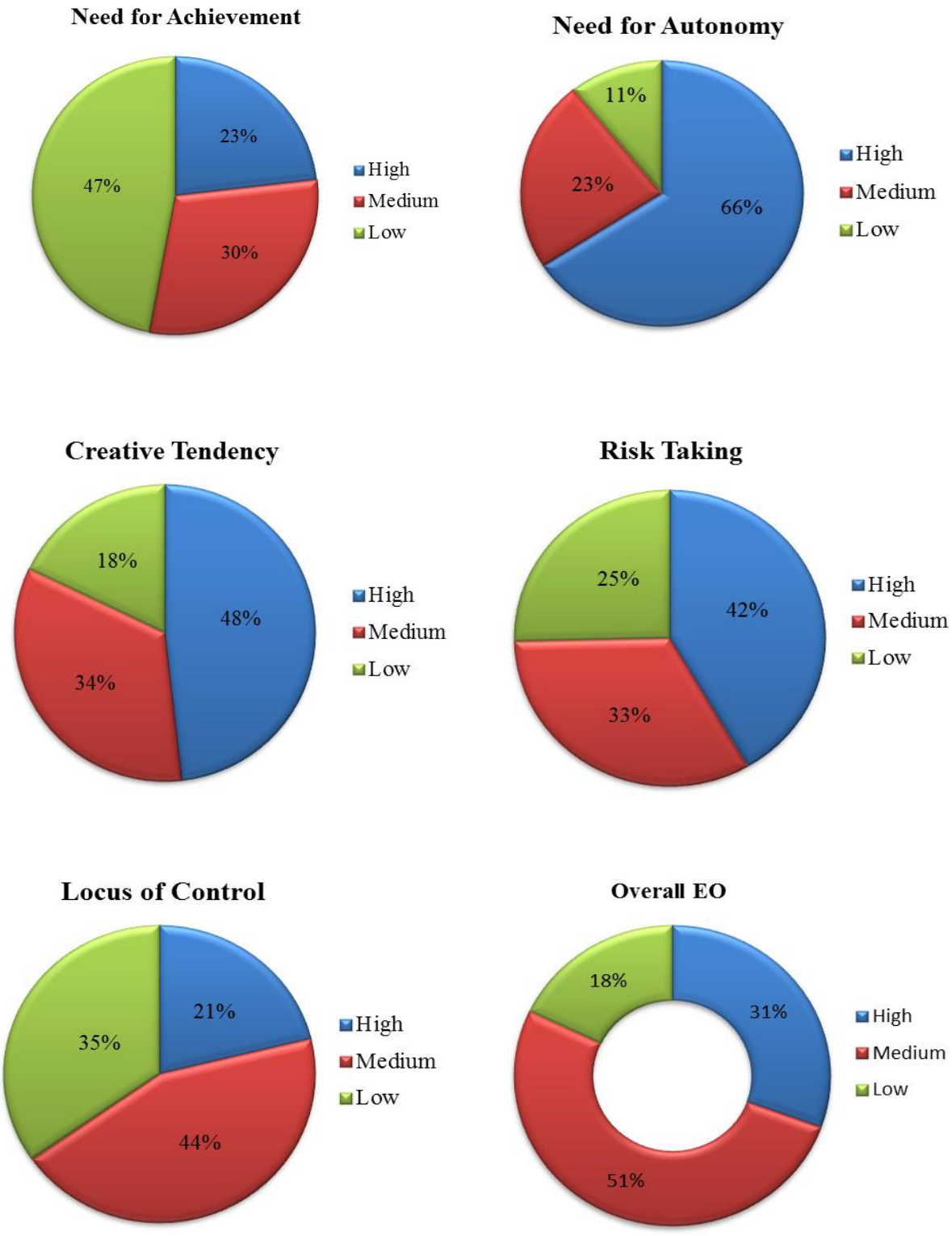
Sample characteristics

In the sample, the proportion of males and females was about 62 and 32 percent respectively. Thus, we see that both males and females were adequately represented in the sample. The analysis of respondents by age showed that the highest number of the respondents were in the age group 19-22. The results indicated that about 65 percent of the respondents reported to have a family size of five to eight. With regards to the place of residence, an overwhelming majority of the respondents belonged to rural areas. As far as the educational attainment is concerned, the highest proportion of respondents had education up to graduate level. A little more than one third of the respondents were educated up to intermediate level, while 12.50 percent of them had post-graduation degree. The analysis of distribution of respondents by family income (gross annual income before taxes) highlighted that majority of respondents were in the lowest income class (up to two Lakhs). It was followed by the income class of two to four lakhs. 35 percent of the respondents admitted the presence of at least one salaried member in the family.

Descriptive Analysis of Entrepreneurial Orientation Assessment

The distribution of respondents across High, Medium, and Low categories of entrepreneurial characteristics and EO is shown in figure 1.

Figure 1: Distribution of Respondents across various Entrepreneurial Characteristics



The high motivation level of an entrepreneur is manifest in the form of high need for achievement, which translates to the willingness to envisage and execute projects. Therefore, need for achievement is considered as one of the most important entrepreneurial characteristics. The descriptive statistics indicated that the mean score of need for achievement was 6.79 with a S.D of 3. Since, mean value is the representative score of the entire sample, it was concluded that on an average, ethnic youth have medium need for achievement.

The literature on EO suggests that the enterprising person have a high need for autonomy. The findings revealed that approximately two third of ethnic youth had high need for autonomy, while 23.40 percent had medium need for autonomy. Thus, about only one tenth of the respondents displayed low need for autonomy. The mean value for the 'Need for Autonomy' was 4.03 with a S.D of 1.34.

Creativity and innovation is another important characteristic of an enterprising person. A person with creative tendency is imaginative and inventive. The results revealed that the highest percentage of ethnic youth had high creative tendency, followed by medium and low respectively. Taken together, both high and medium category of creative tendency accounted for 82 percent of the total sample. The mean score for 'Creative Tendency' was 8.82 with a S.D of 2.44. Based on the guidelines to interpret the scores, it was concluded that as a whole, ethnic youth have medium 'Creative Tendency'.

Risk taking is yet another important characteristic that is inherently linked to an entrepreneur. In fact, entrepreneurship is most popularly conceptualized in terms of risk bearing function. Therefore, the risk taking characteristics of ethnic youth was also measured as one of the component of EO. The results clearly indicated that the highest proportion of ethnic youth were in the high calculated risk taking category, followed by medium and low (see figure 5.1). The mean and S.D values for the 'Calculated Risk Taking' were 8.38 and 2.53 respectively. The mean score of 8.38 fell into the medium category of 'Calculated Risk Taking' tendency. Hence, it can be concluded that ethnic youth have medium risk taking tendency.

Last but not the least; internal locus of control is also regarded as a significant predictor of enterprising tendency of an individual. Internal Locus of Control had mean and S.D values of 7.49 and 2.44 respectively. Thus, it was concluded that on an average, ethnic youth have medium internal locus of control.

The overall EO score had a mean value of 35.53 with a S.D of 9.18. This implied that on an average, ethnic youth possessed medium entrepreneurial tendency.

Spatial Differences in EO

Now we turn our attention towards investigating the spatial variations in the level of EO of ethnic youth. In order to achieve this objective, the following hypothesis was formulated and tested.

H_1: Ethnic youth from Chhattisgarh, Jharkhand, and Odisha differ significantly in their Entrepreneurial Orientation.

Since, EO was measured in terms of score; it can be treated as a continuous variable. The scores were further grouped into three classes namely, high, medium, and low, turning it into a categorical variable. Therefore, ANOVA test for difference in means, as well as Chi-square test can be applied. However, ANOVA was preferred over Chi-square test. In order to apply ANOVA, first the assumption of homoscedasticity was tested. For this purpose, Levene test for homogeneity of variances was conducted.

The Levene test clearly indicated that the homogeneity variances assumption was satisfied for four out of the six variables. The assumption of homoscedasticity was violated for the variables need for achievement and creative tendency. Therefore, it was decided to use standard ANOVA along with WELCH Test (WELCH adjusted ANOVA) to test the different hypotheses. Since normality assumption was not assumed, it was decided to match the results of ANOVA with that of KW test.

Table 1: Spatial Differences in Entrepreneurial Orientation—ANOVA

Variables		Sum of Squares	d.f	Mean Square	F (Sig.)
Need for Achievement	**Between Groups**	47.403	2	23.702	2.64*
	Within Groups	3228.916	360	8.969	
	Total	3276.320	362		
Need for Autonomy	**Between Groups**	17.597	2	8.799	4.98***
	Within Groups	635.863	360	1.766	
	Total	653.460	362		
Creative Tendency	**Between Groups**	20.520	2	10.260	1.71 (0.181)
	Within Groups	2150.840	360	5.975	
	Total	2171.361	362		
Calculated Risk Taking	**Between Groups**	50.658	2	25.329	4.00**
	Within Groups	2276.879	360	6.325	
	Total	2327.537	362		
Internal Locus of Control	**Between Groups**	16.664	2	8.332	1.39 (0.250)
	Within Groups	2154.086	360	5.984	
	Total	2170.749	362		
EO	**Between Groups**	287.847	2	143.92	1.71 (0.182)
	Within Groups	30282.40	360	84.118	
	Total	30570.24	362		

*p<0.10; ** p<0.05; *** p<0.01

Source:*Researcher's calculation based on survey data*

The calculated Welch F value of 'Need for Achievement' was not significant at 5% level with p value being 0.078. Hence, we failed to reject the null hypothesis that there is no significant

difference in the mean scores of ethnic youth across Chhattisgarh, Jharkhand, and Odisha. The formal F-test gave the same result (F= 2.643, p = 0.073). The results were further confirmed by the rejection of spatial differences in mean values of need for achievement by KW test (χ^2=5.265 and p=0.072). However, it should be noted that results were significant at 10 percent level.

Since the variable 'Need for autonomy', satisfied the homogeneity variances assumption, the formal F test was used as the standard test for this hypothesis. With a p value of 0.007 the calculated F value was significant at 5% level leading to the conclusion that that there were significant differences in the mean scores of ethnic youth across the three sample states. Our proposed hypothesis that there is significant difference in the need for autonomy of ethnic youth across the sample states Chhattisgarh, Jharkhand, and Odisha, was thus accepted. The KW test also provided the same result (χ^2=10.270 and p=0.006).

Next, the third hypothesis tested the difference in the creative tendency of ethnic youth across Chhattisgarh, Jharkhand, and Odisha. The calculated WELCH F value was 1.767, which was not significant at 5% level with p value being 0.173 (refer table 5.9). Hence, on the basis of this finding, we failed to reject the null hypothesis, and concluded that ethnic youth from Chhattisgarh, Jharkhand, and Odisha had same level of creative tendency. The results of KW test were also identical. The χ^2 value was 2.815, which was not significant (p=0.245) at 5 percent level.

Table 2: Robust Tests of Equality of Means (Welch)

		Statistic[a]	df1	df2	Sig.
Need for Achievement	Welch	2.583	2	235.182	0.078
Need for Autonomy	Welch	5.577	2	233.052	0.004
Creative Tendency	Welch	1.767	2	234.814	0.173
Calculated Risk Taking	Welch	4.372	2	235.320	0.014
Internal Locus of Control	Welch	1.478	2	236.580	0.230
EO	Welch	1.721	2	235.481	0.181

a. Asymptotically F distributed.

Source: *Researcher's calculation based on survey data*

Standard ANOVA test was used to test the fourth hypothesis, in which the mean scores of ethnic youth for calculated risk taking characteristic was compared for all the three states. The test results gave F statistics value of 4.005, which was significant at 5 percent level (p=0.019), meaning significant differences in the mean scores. Therefore, we rejected the null hypothesis in the favour of alternate, and concluded that ethnic youth from Chhattisgarh, Jharkhand, and Odisha had different levels of calculated risk taking characteristic. The results of KW test also supported this finding, as the χ^2 value of 6.834 was significant (p=0.033) at 5 percent level.

Next, the inter-state variation in the internal locus of control characteristic of ethnic youth across Chhattisgarh, Jharkhand, and Odisha was examined. The findings of the test showed that the F statistics was not significant at 5 percent level (F=1.392 and p=0.250), signifying no differences in the mean score of internal locus of control for all the three states. The KW test results also reinforced this finding, as the calculated χ^2 value of 2.618 was not significant (p=0.270) at 5 percent level. Hence, we accepted the null hypothesis to conclude that ethnic youth from Chhattisgarh, Jharkhand, and Odisha had similar internal locus of control characteristic.

Table 3: KW Test for Difference in Means

Variables	Chi-Square	d.f	Asymp. Sig.
Need for Achievement	5.265	2	0.072
Need for Autonomy	10.270	2	0.006***
Creative Tendency	2.815	2	0.245
Calculated Risk Taking	6.834	2	0.033**
Internal Locus of Control	2.618	2	0.270
EO	3.712	2	0.156

*p<0.10; ** p<0.05; *** p<0.01
Source: *Researcher's calculation based on survey data*

Last hypothesis was related to the overall EO of the ethnic youth across the three states. Since the EO variable was homoscedastic, standard ANOVA was applied. The calculated F statistics was 1.711, which was not significant at 5 percent level (p=0.182), thereby leading to the acceptance of null hypothesis. The application of KW test also confirmed the acceptance of null hypothesis (χ^2 =3.712 and p=0.156). Consequently, it was concluded that ethnic youth in all the three states of Chhattisgarh, Jharkhand, and Odisha, possess similar entrepreneurial tendency.

Thus, out of six hypotheses we rejected the null declared in two of them. We concluded that ethnic youth in different sample states had different need for autonomy and calculated risk taking. However, ANOVA fails to specify how they differ. As for example, we were uncertain whether ethnic youth from all the three states were different or it was a case of odd man out. Therefore, we conducted post hoc comparison to detect the differences in sample set. Whenever significant result is obtained, post hoc analysis is carried out. There are a number of post hoc tests for significant ANOVA results. Games-Howell post hoc test, which is more conservative than other similar tests was considered appropriate for this study. Further, it does not require the normality assumption. The results of post hoc analysis are shown in the table 4.

Since there were three states, we had six pairs of means. However, only three pairs were actually unique. The other three were redundant as only the order differed. The pair wise difference in means was tested. Looking at the significance column in the table 5.10, it can be seen that two out of three pairs of means differed significantly. These pairs were Jharkhand and Chhattisgarh, and Jharkhand and Odisha. It can thus be concluded that, the ethnic youth from Jharkhand had

different level of need for autonomy than the ethnic youth from Chhattisgarh as well as Odisha. But the ethnic youth from Chhattisgarh and Odisha were having similar need for autonomy.
In case of risk taking, the results indicated that out of three pairs, there was significant difference in the means of only one pair (Jharkhand and Odisha), which produced a significant F statistic. Therefore, it was concluded that while there was similarity in the calculated risk taking characteristics of ethnic youth from Chhattisgarh and Odisha, and Chhattisgarh and Jharkhand, there was difference in the case of Jharkhand and Odisha. It is to be noted that this pair had also turned out to be significant for need for autonomy.

Table 4: Post Hoc Test for Significant ANOVA Results

Dependent Variable	State (I)	State (j)	Mean Difference (I-J)	S.E	Sig.
Need for Autonomy	**Chhattisgarh**	JH	-0.432*	0.177	0.041
		OD	0.059	0.181	0.943
	Jharkhand	CG	0.432*	0.177	0.041
		OD	0.491*	0.158	0.006
	Odisha	CG	-0.059	0.181	0.943
		JH	-0.491*	0.158	0.006
Calculated Risk Taking	**Chhattisgarh**	JH	-0.670	0.325	0.101
		OD	0.192	0.338	0.838
	Jharkhand	CG	0.670	0.325	0.101
		OD	0.862*	0.307	0.015
	Odisha	CG	-0.192	0.338	0.838
		JH	-0.862*	0.307	0.015

Source: *Researcher's calculation based on survey data*

EO and Entrepreneurial Decision

On a priori basis, it can be said that higher level of entrepreneurial tendency is associated with the preference for self-career, and low level of enterprising tendency is associated with the choice for paid career. This is true, if we assume that entrepreneurial decision is an extension of the personality of an individual, as suggested by the psychological explanations of entrepreneurial behavior. However, it is not the usual case. There are several environmental factors that also guide the entrepreneurial decision of an individual, along with the entrepreneurial characteristics. Hence, in this section, the entrepreneurial decision of ethnic youth is analyzed in conjunction with their enterprising tendency. Table 5 contains the summary of results.
The statistical analysis of the entrepreneurial decision of ethnic youth according to their EO showed that about thirty four of the respondents with high EO stated self-career as their career choice. Same was true for the respondents in the low EO category. However, large differences

were noted across the three states. As for instance, the proportion of respondents with high EO reporting choice for self-career was as high as 42 percent in case of Chhattisgarh, but was only 24 percent in Odisha. In the medium EO category, the proportion of ethnic youth choosing self-career was highest for Chhattisgarh, followed by Odisha and Jharkhand in the same order. Across all the three categories of EO, the proportion of respondents choosing self-career was highest for high EO class, followed by low and medium.

Table 5: Entrepreneurial Orientation and Entrepreneurial Decision

States	Career Choice	Entrepreneurial Orientation		
		High	Medium	Low
Chhattisgarh	**Paid**	57.90	52.64	71.43
	Self	42.10	47.36	28.57
	Total	100.0	100.0	100.0
Jharkhand	**Paid**	67.0	86.54	69.57
	Self	33.0	13.46	30.43
	Total	100.0	100.0	100.0
Odisha	**Paid**	75.87	75.65	60.72
	Self	24.13	24.35	39.28
	Total	100.0	100.0	100.0
Total	**Paid**	65.77	71.66	66.16
	Self	34.23	28.34	33.84
	Total	100.0)	100.0	100.0

Figures are in the percentages**.**
Source: *Researcher's calculation based on survey data*

With an aim to better capture the inter-relationship between EO and entrepreneurial decision, correlation analysis was undertaken. A reasonable sequitur from the analysis of inter-relationship between entrepreneurial decision and EO was that entrepreneurial decision has little if any, to do with entrepreneurial decision. In other words, entrepreneurs are no distinct set of people with exceptional personality. However, it was also found that entrepreneurial decision was more strongly related to locus of control and need for autonomy than other personality characteristics. This finding has important practical implications for entrepreneurship development.

Whether EO and entrepreneurial decision are related or not was examined by using the G test. The test results indicated that the LR test statistic was 1.400, which was not significant at 5% level with 2 degrees of freedom. Consequently, the null hypothesis was accepted. Hence, we concluded that the entrepreneurialdecision of ethnic youth was not associated with their level of EO. The association between EO and career choice decision has to be comprehended in the context of the fact that, usually individuals try to choose their career as per their personality and

skills. It is only when external factors are more compelling, they decide career by looking at the prevailing situation. It is well known in research literature that personality attributes are a poor predictors of entrepreneurial processes. Thus, this study contradicts personality as the most important explanation of entrepreneurial behavior in tribal societies.

Conclusion

Entrepreneurship is being seen as a game changer for mainstreaming the tribal society and empowering them. It has the potential to provide them with livelihood options in their native place and accelerate the development process. In this context, this study made an attempt to investigate the various facets of Entrepreneurial Orientation (EO) and Entrepreneurial Decision (ED) of tribal youth across three states. Using a structured questionnaire, educated tribal youth were sampled for data collection.

The tribal youth displayed medium level of EO. They displayed low levels of internal locus of control and need for achievement. On the other hand, they scored higher on need for autonomy, creative tendency and risk taking. Three test statistics, ANOVA, Welch test and KW test were used to investigate into the spatial differences in EO. The test results allowed us to conclude that significant inter-state differences exist in the need for autonomy and calculated risk taking characteristics of ethnic youth. The post hoc analysis was further undertaken, which yielded that actually ethnic youth from Jharkhand had dissimilar level of need for autonomy than Chhattisgarh and Odisha. In case of calculated risk taking, the difference was only between the ethnic youth from Jharkhand and Odisha, the rest were similar. However, no evidence was found for difference in the EO of ethnic youth across all the three sample states. Further, the inter-relationship between EO and entrepreneurial decision was analysed. The empirical evidence suggested that the entrepreneurial decision of ethnic youth was not associated with their EO.

There are few important theoretical and practical implications of this study. With regards to the theoretical contributions of the study, it enriches the existing literature on entrepreneurship in developing societies. Little is known about the entrepreneurial behavior and entrepreneurship development in tribal society of India. Hence, this study makes valuable additions to the existing literature. There are empirical evidences clearly hinting towards some of the important practical issues related to the entrepreneurship development in tribal societies. First implication is related to the construct of EO. As the results indicated that the measures of EO are not strictly applicable to tribal societies. There is a need to develop and modify the existing measures of EO. The cross cultural testing of the various instruments of measuring key constructs in entrepreneurship needs to be undertaken. Another key practical significance of the study relates to the policy makers and executives. The fact that EO is not related to ED for tribal youth should be a key area of concern for the government. It implies that the entrepreneurial potential of individuals is not being realized due to environmental factors. The government needs to develop an appropriate environment thereby enabling individuals realize their dream to become an

entrepreneur. Unless there exists an ecosystem to nurture the aspiring entrepreneurs, high EO has no meaning.

Despite well planned and executed this study has few important limitations. Relative to the population, the sample size used in this study is quite small. Also, the survey was conducted in a limited geographical area. It limits the generalizations of the results obtained from the study. Further, the cross section design also does not lend credibility to the cause effect relationship between the variables. Therefore, there is ample scope for the future studies to derive advantages from the shortcomings of this research. Further, the study can be replicated with a larger sample and different measures of the constructs to test the entrepreneurial development in tribal society.

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