



The need for achievement as a motive in success prediction of small business leadership - A case study of Bangalore City

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Abstract

The criteria, traits, and skills that affect the behavior of small business executives in Bangalore City are better understood according to this study. Data from 124 managers or owners of small businesses in the chosen city were gathered using a questionnaire. The results showed that the only significant independent variable associated with small business owners' and managers' success was their commitment to reaching an excellence standard. The practical ramifications highlight that small business owners' and managers' entrepreneurial drive for success is their dedication to achieving high standards. The research's uniqueness and worth demonstrate that all the remaining characteristics (contentment from Experiencing success—being the first to complete a challenging task, favoring positions where individuals can use their own initiative to solve difficulties, and wanting regular, tangible feedback about their work—were not linked to business success. The purpose of this study is to advance knowledge of the requirements, characteristics, and abilities that influence the conduct of small business executives in Bangalore city.. It tries to describe the nature of traits, the trait approach to leadership, and the nature of abilities in the early sections before attempting to ascertain how leadership affects company performance or success.

Keywords: Business success, commitment, entrepreneurial drive, small business, skills, traits

Introduction

The terms "leadership" and "management" are frequently used interchangeably. In today's organizations, to achieve the goals established by the Board of Directors or the senior executive management team, the organization is planned, organized, led, and controlled by a number of managers. However, the term "leadership" is always ambiguous. Are these managers truly leaders, or are they merely budget planners and job organizers? Are they capable of motivating and energizing employees, as well as aligning organizational constituencies? Can they clearly articulate their plan and attain their goals? This study will assess leadership qualities such as commitment to excellence, contentment with achievement, being the first to complete a task, and problem-solving skills. These attributes will be examined in small organizations in Bangalore city to determine their impact on leadership success. Leadership entails vision and long-term thinking. In today's fast-paced business world, leaders must be visionary and long-term oriented, unlike managers who are simply supervisors.

According to Yukl (2006) ^[6], traits encompass a range of personal characteristics such as personality, temperament, needs, motivations, and values. Personality features indicate a consistent behavior pattern. Needs and motivations constitute a stimulus or experience. Physiological needs include hunger and thirst, whereas social motivations include achievement, self-esteem, connection, power, and independence. Needs and motivations influence attention to information and events. They direct, renew, and extend behavior.

Values are personal beliefs about what is right and wrong, ethical and unethical, moral and immoral. Values influence behavior, problem-solving, and decision-making. Values encompass such factors as "fairness, justice, honesty, freedom. Our values include equality, humanitarianism,

loyalty, patriotism, progress, self-fulfillment, excellence, pragmatism, courtesy, and cooperation.

The term "skills" refers to "the capacity to perform something effectively." skills, like traits, can be inherited and taught (Yukl, 2006) ^[6]. According to Yukl (2006) ^[6], skill levels span from broad (intelligence and interpersonal skills) to narrow (verbal reasoning and persuasive ability).

Review of Literature

McClelland and Boyatzis (1982) ^[1] discovered in their groundbreaking study that a leader's need for achievement affects leadership performance or advancement in technical or lower management roles. Advancement in these positions is based on professional contributions rather than leadership skills, which are necessary for higher management.

De Hoogh et al. (2005) ^[2] and Delbecq et al. (2013) were unable to demonstrate a connection between a leader's need for achievement and the motivation, work attitudes, performance, or teamwork of their followers. A president's actions, perceived greatness, social or international relations performance, and his need for achievement have all been proven to have substantial or minor relationships in politics (House et al., 1991; Spangler and House, 1991) ^[3]. However, these relationships were unfavorable.

Leaders driven only by need for achievement are reluctant to assign tasks (House and Aditya, 1997) ^[4] and strive to maintain control over every facet of their work because they are focused on achieving goals through their own efforts rather than those of others (Spangler et al., 2014) ^[5]. They don't want to enforce authority or make judgments (Spangler et al., 2014) ^[5]. Therefore, leaders with high need for achievement share basic traits with passive leaders: passive leaders also refrain from making decisions, renounce their leadership duties, and take no corrective action until issues get so bad that teams are in danger of not completing their tasks

The socialized and the individualized power orientation are the two varieties of the craving for power. (McClelland 1985) ^[5]. The need for power is the most advantageous need for nontechnical managers to move up the managerial ladder; technical managers' advancement in a company's hierarchy depends more on their technical proficiency and verbal dexterity than on their drive. Numerous investigations on the connection between managerial motivation and development are among the other studies on the same subject. Significant relationships between a manager's overall managerial motivation score and promotion to higher management levels were discovered in large bureaucratic companies.

Objective of the study

The aim of the research is to evaluate the importance of the leadership qualities and abilities that would contribute to the success of Bangalore city's small business owners and managers.

Hypotheses

This study tests the following four hypotheses:

H₁: Small business owners and/or managers would be pleased to be the first to finish a difficult task or achieve success.

H₂: Managers and/or owners of successful small businesses strive for high standards.

H₃: Managers and/or owners of successful small businesses would prefer jobs that let them address problems on their own.

H₄: Effective small business owners and/or managers would want regular, detailed performance reviews.

Significance of the study

The purpose of the study is to determine whether the organizational environments in India and America respond similarly. Such a research initiative is very new in India, especially among managers and/or owners of small firms.

There have never before been any researches carried out in India on the key factors that predict small company owners' success in this manner.

Sampling and Data Collection

A questionnaire survey was used to get the information. 124 small business owners and managers in Bangalore city completed questionnaires; 60.4% of the sample were men and 39.6% women, 58.4% of all responses were from owners, and 41.6% of small enterprises in Bangalore city were from managers. Every participant who completed the questionnaire was informed that the purpose of the study was to assess their managerial motivation effectiveness as well as their leadership abilities and characteristics. Additionally, they were encouraged to answer all of the questions truthfully and were guaranteed total anonymity. The success of small business owners and managers was assessed using a five-point rating system that went from "1=Disagree" to "5=Agree." The owners-managers' self-evaluation served as the basis for the metric.

This study employed linear regression as its estimation method. Additionally, the statistical program utilized to conduct the regression and provide the statistical results was SPSS. The study was based on a sample of 124 questionnaires completed by owners-managers of small enterprises in Bangalore, primarily in the areas of Malleswaram and Peenya Industrial area and from the following industries: manufacturing, services, entertainment/food, and tourism. Although not all geographical areas were examined, this may be seen as a bias in the sample. Nevertheless, the investigated areas can provide a good indicator because the bulk of firms are located in the tested geographical regions.

Statistical Findings

The model's variables' means and standard deviations are displayed in the following table.

Table 1: Descriptive Statistics

	N	Range	Min.	Max	Mean	Standard Error	Standard Deviation	Variance
Age	124	30	24	51	32.06	0.505	6.269	39.30
Gender	124	1	0	1	.322	.322	.395	.156
No. Of Employees You Supervise	124	61	2	63	12.46	.759	9.42	88.74
Owner or manager	124	1	0	1	.34	.032	.397	.158
Promotions in last two years	124	2	0	2	.31	.047	.583	.340
Industry type	124	2	0	2	1.16	.06	.748	.556
Success	124	2	2	4	3.74	.034	.44	.194
Encourage teamwork	124	3	1	4	1.62	.053	.657	.432
Commitment to excellence	124	2	2	4	3.68	.045	.558	.311
Support ideas	124	2	3	5	4.73	.038	.475	.226
Seek feedback	124	1	4	5	4.88	.026	.322	.104
Coach and develop	124	2	1	2	1.7	.033	.405	.164
Anticipate Change	124	2	2	4	3.35	.032	.395	.156
Update Skills	124	2	2	4	3.77	.035	.344	.118
Prefer Individual Initiatives	124	1	2	2	3.09	.02	.342	.117
Enjoy success Of Others	124	2	1	3	1.59	.05	.56	.314
Admit Mistakes	124	3	1	4	2.08	.07	.822	.676
Sensitive To Others Needs	124	2	1	3	2.02	.036	.453	.205
Recognize Creativity Of Others	124	2	2	3	2.25	.037	.469	.220
Satisfaction From Accomplishing Difficult Tasks	124	1	3	4	3.88	.02	.247	.061
Valid N (listwise)	124							

Source: Author's Compilation

Table 2: Gender related sample characteristics

Gender					
		Number of respondents	Percent	Valid Percent	Cumulative percent
Valid	Male	75	60.4	60.4	60.4
	Female	49	39.6	39.6	100
	Total	124			

Source: Author's Compilation

Table 3: Owners and/or Managers related sample characteristics

Owner/Manager					
		Number of respondents	Percent	Valid Percent	Cumulative percent
Valid	Male	73	58.8	58.8	58.8
	Female	51	41.2	41.2	100
	Total	124			

Source: Author's Compilation

The features of the sample are displayed in table 2 and 3. 39.6 percent of the sample is female and 60.4 percent is male. Of the sample, 41.2 are managers and 58.8 are proprietors of small companies in Bangalore city

Correlation outcomes

The correlations between the four independent variables that were utilized to test the four hypotheses are displayed in the following table.

Table 4: Correlations between the four independent variables

		Commitment to Excellence	Satisfaction From Accomplishing Difficult Tasks	Seek Feedback	Prefer Individual Initiatives
Commitment to Excellence	Pearson Correlation	1	.861	-.106	.055
	Sig. (2-tailed)		.320		.086
	N	124	124	124	124
Satisfaction from accomplishing difficult tasks	Pearson Correlation	.069	1	-.115	.028
	Sig. (2-tailed)	.397		.157	.732
	N	124	124	124	124
Seek feedback	Pearson Correlation	-.131	-.115	1	-.010
	Sig. (2-tailed)	.105	.157		.903
	N	124	124	124	124
Prefer individual initiatives	Pearson Correlation	.068	.028	.010	1
	Sig. (2-tailed)	.405	.732	.903	
	N	124	124	124	124

Source: Author's Compilation

The aforementioned table demonstrates a favorable link between the independent variables of satisfaction from completing a challenging assignment and commitment to excellence. Additionally, there is a negative association between the independent variables of commitment to excellence and routinely requesting criticism, whereas there is a positive correlation between the independent variables of commitment to excellence and preferring individual initiatives. In addition, the independent variables of preferring individual initiatives and routinely requesting input have a negative connection. Additionally, there is a

positive association between preferring individual initiatives and satisfaction from completing a challenging work, and a negative correlation between the two.

Regression Outcomes

The dependent and independent variables were measured using many questions in the questionnaire; therefore we selected the direct inquiries related to each variable. As a result, four independent variables and one dependent variable for the regression were used.

Table 5: Regressions Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95% Confidence level for B	
	B	Std. Error	Beta			Lower Band	Upper Band
Constant	2.84	.872		2.625	.001	.901	4.564
Seek Feedback	.148	.111	.088	1.081	.147	-.056	.368
Prefer Individual Initiatives	-.129	.083	-.010	-.126	.705	-.143	.151
Satisfaction from accomplishing difficult tasks	-.66	.093	-.046	-.569	.387	-.201	.118
Commitment to Excellence	.119	.052	.151	1.858	.018	.015	.221

Source: Author's Compilation

Data Analysis and Interpretation

According to Hypothesis 1, successful small business owners and/or managers would feel content when they

achieved success or were the first to complete a challenging assignment. Our study's regression analysis showed that hypothesis 1 can be rejected with a 95% confidence interval

because significance = .387 > .05. Therefore, it is untrue that all or most small business owners and managers would find fulfillment in completing a challenging assignment.

Successful small business owners and managers would want to achieve a standard of excellence, according to hypothesis 2. In fact, our study's results showed that they do with a 95% confidence interval (because significance = .018 < 0.05). Hypothesis 3 suggests that successful small business owners and managers choose positions that allow them to take initiative in problem resolution. Our model results indicate that hypothesis 2 can be rejected with a 95% confidence interval (significance = 0.705 > 0.05). Small business owners and managers do not necessarily desire positions that require them to take individual initiative.

Hypothesis 4 suggests that effective small business owners and managers seek frequent and concrete feedback on their performance. The study's results indicate that the hypothesis can be rejected with a 95% confidence interval (significance = 0.147 > 0.05). Small business owners and managers may not want frequent and concrete feedback on their performance.

Conclusion

This study adds to our understanding of the needs, qualities, and skills that govern the behavior of small business leaders in the selected sample city. The only significant independent variable associated with the performance of small business owners and managers was their commitment. Achieve a standard of excellence. The study found no evidence of the traits tested, including satisfaction with success or being the first to complete a difficult task, preferring jobs that allow for individual initiative in problem solving, and seeking frequent feedback on performance.

Limitations of the Study

The seriousness of the owners and managers who completed the questionnaire is one of the study's shortcomings, and this would undoubtedly produce inaccurate results. Another drawback is that, given that the surveys were conducted in Malleswaram and Peenya Industrial area in Bangalore city. The sample is rather small and may not be representative of the entire market, which is primarily controlled by small firms. The most restrictive inference is that only one independent variable was significant because of a somewhat strong correlation between the independent variables.

Policy implications

This study suggests that small business owners and managers should strive for excellence to get a competitive advantage in the market, based on previous research. However, leaders should not prioritize one goal over another. Constant stress on subordinates can devalue the entire process.

Scope for Further Research

More research could be undertaken to include a wider range of individuals from various regions in Bengaluru city. . Additionally, alternative evaluation methods could be applied. In this study, direct questions were used to assess variables. However, indirect questions might also be used to measure replies. Similar questions were asked but did not utilize them. Another study could employ these indirect questions and compare the results to this study. Research on the needs, characteristics, and skills of small business

leaders is crucial for the market, because the majority of enterprises fall into this category.

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