

Entrepreneurs initiating for motivating employees towards productivity in Nepalese Small Medium Enterprises

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A Thesis Submitted to:

Office of the Dean

Faculty of Management

Tribhuvan University

Submitted In Partial Fulfillment of the Requirements for the Degree of
Master's in Business Studies (MBS)

Kathmandu, Nepal

July 2023



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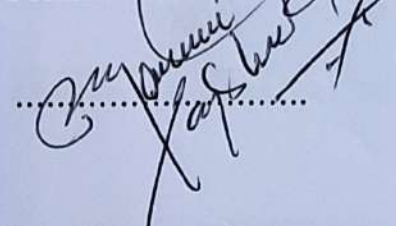
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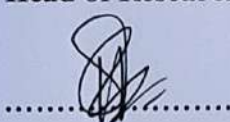
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Dissertation Proposal Defended Date

2079-08-06 (22-11-2022)

Dissertation Submitted Date

2080-03-08 (23-06-2023)

Dissertation Viva Voce Date

2080/03/19 (04 – 07-2023)



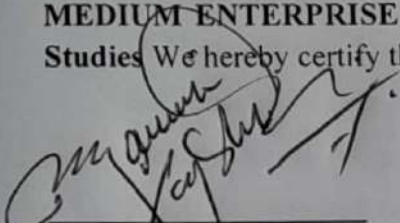
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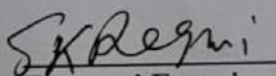
We have examined the dissertation entitled **ENTREPRENEURS INITIATING FOR MOTIVATING EMPLOYEES TOWARDS PRODUCTIVITY IN NEPALESE SMALL MEDIUM ENTERPRISE** presented by **Niki Shrestha** for the degree of **Master of Business Studies**. We hereby certify that the dissertation is acceptable for the award of degree.




Dissertation Supervisor



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DECLARATION

I hear-by, declare that the work reported in this thesis entitled — “**ENTREPRENEURS INITIATING FOR MOTIVATING EMPLOYEES TOWARDS PRODUCTIVITY IN NEPALESE SMALL MEDIUM ENTERPRISESS**” submitted to office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the degree of Master of Business Studies (M.B.S.) which is prepared under the regular guidance and supervision of my thesis supervisor Dr. Mani Man Singh Rajbhandari, St. Xavier’s College, Maitighar Kathmandu, Nepal.

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ACKNOWLEDGEMENTS

This research report is prepared as a partial fulfillment of “Masters of Business Studies” for the course of Business Research Methodology. The completion of this study is the product of cooperation and support from several helping hands. I would like to thank them and express my gratitude to the following people for their valuable assistance.

First of all, I would also like to extend special thanks to my supervisor, Dr. Mani Man Singh Rajbhandari, Head of Research (Management and Social Sciences) for the support, guidance and encouragement in coordinating my dissertation. His feedback has been very productive at each step of my research. This research would not have been fruitful without his guidance.

I would like to express my heartiest thanks to Puspa Sir of St. Xavier’s College for guiding me to run SPSS software. I would also want to express my gratitude to the respondents of Patan Industrial Estate for providing their precious time for filling up all the questionnaires patiently and for being participated in this study. Without their cooperation, the study would not have been possible.

Finally, and most importantly, I must thank my family who have encouraged me to complete this research and supported in my academic as well as non- academic life, which has created this strength and way to these days.

Niki Shrestha

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ABBREVIATIONS

SMEs	Small Medium Enterprises
FOP	Factor of Organizational Productivity
OECD	Organization for Economic Co-operation and Development
GDP	Gross Domestic Product
NRB	Nepal Rastra Bank
UNDP	United Nations Development Programme
NACH	Need for Achievement
USD	US Dollar
SAKCIED	Skills, Ability, Knowledge, Competencies, Intelligence and Experimental Determination
PTO	Paid Time Off
HR	Human Resource
SPSS	Statistical Package for Social Sciences

ABSTRACT

This dissertation studies entrepreneurial motivating their employees towards SMEs productivity in Nepal through employee's motivation by identifying the techniques by which employees are inspired, monitoring the effects of motivation, and identifying the element that boosts employee's entrepreneurial motivation on the effectiveness of SMEs in Nepal. Its main aim is to study on entrepreneurial motivating employees on the performance of Small and Medium Enterprises (SMEs). This study helps to contribute to solve some aspects of both managerial and organizational problems in SMEs. The importance of this research study is to gather data on entrepreneurs inspiring their staff for productivity enhancement at Small and Medium Sized Enterprises (SMEs), which in turn helps businesses address some social and cultural issues. Since, entrepreneurial motivation is one of the crucial factors to the management of Small Medium Enterprises (SMEs) that affects business performance, the results of this study will help a variety of small and medium-sized businesses to address some employees' turnover issues and provide new visions into the subject under study. For conducting this study, quantitative method has been used under which primary data were collected through the statistical tools. For this research, primary data were collected from the participants of the industries based inside Kathmandu valley. Primary sources of information are gathered by distributing questionnaires to 102 participants of various industries inside Patan Udhog Chhetra. The population of study is total number of Patan Industrial Estate so 102 employees sample size is addressed. To conduct this study, questionnaire was developed at St. Xavier's College, Maitighar and did a pilot test before going to the field to collect the raw data which presented the validity and the reliability of the questionnaire. Cross-correlation is used to test the relative movements of a set of time series data for independent, moderate, and dependent variables. The correlation coefficient calculates the strength of the relationship between two variables where a value is measured between -1 and +1. If 1 is the nearest cross-correlation value, the sets are considered as more identical. The major finding of the study is among 102 respondents 59% were male and 41% were female, most of respondents belonged to age group 31 - 40 years. It is found that the studied variables with relation to initiation, motivation, productivity and innovation are positively correlated with each other and have the results presented derived from SPSS analysis shows positive with all cross correlation. All the cross correlation has the r value below 0.8. This can be interpreted that all even the positive cross correlation between these

variables is not found to be significantly higher. Moreover, the cross correlation between the variables shows positive correlation but not significantly strong which indicates that the organizations are continuing their business but may not be significantly moving towards the progressive growth. The organizations are not performing as expected. However, for so many years, organization are only sustaining their businesses. Businesses might be in profit but the actual productivity is below average due to ineffective management system.

Keywords: Entrepreneurs, Small and Medium Enterprises (SMEs), Organizational Productivity, Employees Motivation, innovations, initiation, industries, quantitative, Cross-correlation, Nepal

CHAPTER I

INTRODUCTION

1.1 Background of the study

Entrepreneurs are those who accomplish the desired goals with creation of new products, markets, methods and sources of supply (Jess et al., 1999). A highly inspired individuals with great innovation and creativity not only identify the possible opportunities but also utilize the scarce resources for achieving the desired objectives of the business is considered as a successful entrepreneur (Stevenson & Gumpert, 1983). An entrepreneur is one who engages in various entrepreneurial activity, assesses and takes advantages of both present and future opportunities (Shane, Locke & Collins, 2003). Entrepreneurs as leaders are either born or made (Rajbhandari, 2016). What encourages them to start their own business and why new business owners appear are the primary purpose behind this study represented by such inquiries. Activities which are carried out by an entrepreneur in an enterprise foster creativity, innovations, and job possibilities (Praag & Versloot, 2007).

Entrepreneurship is a method of developing a solo entrepreneur or enterprise with the main motive of making profit by using of limited and scarce resources (Bhuiyan & Bakar, 2014). In order to make profits, finding the possible opportunities for initiating a new venture or restore an existing one by utilizing scarce resources with the moderate risks and uncertainties under private ownership is known as Entrepreneurship (Bhuiyan & Bakar, 2014). As per the hope of so many professionals, entrepreneurship can be an unbelievably rewarding journey for seeking the opportunity to start his/her own business and live their passion. Entrepreneurship is the root of the nation's economy that boost economic growth by contributing on wealth creation, employment, and the alleviation of poverty which has been identified as the key component of the theory of economic development.

Enterprise and economic have a positive relationship that increases the economy. Entrepreneurship is important as it also minimize the unemployment. Entrepreneurship examines how and by whom new resources are initiated, assessed and taken advantages of (Shane & Venkataraman, 2000). The definition of entrepreneurship and the entrepreneur, as

per Delmar (1996), is one of the most critical subjects in entrepreneurship study since it is interrelated to so many other areas like social science. For sustaining both national and global economic expansion, entrepreneurship plays a very crucial role. Entrepreneurship is considered as a dynamic process because entrepreneurs keep on finding the opportunities and will go for searching various natural resources and evaluate those opportunities which might be feasible or not for the development of the company.

The global has slowly moved into the awareness of economy phase for supporting the rapid growth of the economy where the evolution of art and technology as well as advanced and innovative thinking are the motivating factors of this time (Thurik et al., 2013). As entrepreneurship has been a topic of focus, all the level of the government has an attention on it (Avgerou & Li 2013). Therefore, the government also emphasizes entrepreneurship as it promotes economic growth and increase social stability. In developing economies, entrepreneurship is considered as a medium of encouraging economic development and solving socio-economic issues whereas, in developed economies, entrepreneurship is reflected as an innovative tool of economic development. It is crucial to effectively utilize innovations and inventive entrepreneurs in order for any nation's economy to flourish. Economies that are stable and have a rapid economic growth are referred as developed economy. Moreover, developing economies are represented as middle-income countries with a low level of stability (The World Bank, 2011).

Entrepreneurship is a social activity that is influenced by an individual's social surroundings associated with individuals, group and organization cultures, norms and attitude. Entrepreneurial activities are impacted by the social environment which foster business attitudes and better behavioral control. Therefore, this encourages entrepreneurial motivation. According to Stephan & Uhlaner (2010), in entrepreneurship, entrepreneurial activity with stronger entrepreneurial self-efficacy principles, and social interest are all associated to socially supportive cultures. Entrepreneurship supports small and medium-sized businesses (Rajbhandari and Gurung, 2022). Both developed and underdeveloped countries are less dependent on big industries if there are active small and medium enterprises (SMEs).

1.2 Statement of Problems

Only few SMEs manage to survive and succeed longer while the majority of SMEs struggle to sustain during their early phase (Aremu, & Adeyemi, 2011). There is various reason to be responsible for this SME's early demise which are due to lack of funding, unskilled labor, inadequate infrastructure, low concentration, improper book-keeping, a lack of professional plan and competition (Basil, 2005). According to Rajbhandari and Gurung (2022), majority of SME in rural areas lack funding and the government support are minimal, while the government on the other hand also continue receiving taxes from these SME. The intrinsic issues facing SMEs in Nepal include a lack of capital investment, intense competitors from larger businesses, challenges in acquiring raw materials, small capacity consumption, a lack of managerial strategies and experience, and other major financial issues whereas, exterior problems involve irregular policies, multiple tax bills, stringent regulatory requirements, and trade associations.

There are several issues that have been figure out for the discussion regarding the importance of motivating employees towards organizational productivity. Most of the employees of Small Medium Enterprises (SMEs) are usually reliable on government to carry out their business and are also reluctant to take additional responsibilities to tackle with business obstacles. Also, the demand of the products have been impacted by the employees with low motivation who are reluctant to know the values of their customers. Some of them are inventive in terms of product development, but not particularly creative when it comes to product design, and creative when it comes to business growth. Most of the entrepreneur's main focus is on earning profits rather than improving its work environment by prioritizing their employees at first.

1.3 Research questions

The following research questions were developed from the previous research objective:

1. To what extend was the SME entrepreneurs taking initiative and innovation towards employees motivation and organizational productivity
2. To what extend was the entrepreneurs capable of motivating employees in performing for the SME?
3. What was the relations between entrepreneurship initiative, innovation towards organizational productivity and employee's motivation?

1.4 Objective of the Study

The aim of this study is to examine employees' motivation on Small and Medium Enterprises productivity in Nepal. This was accomplished by identifying the techniques by which employees are inspired, monitoring the effects of motivation, and identifying the element that boosts employee's entrepreneurial motivation on the effectiveness of SMEs in Nepal. The effectiveness of SME relies heavily on entrepreneur for self-sustaining their SME to acquire self-sufficiency driven by the cause-and-effect relations of need and wants (Rajbhandari and Gurung, 2022).

Studying on entrepreneurial motivating employees on the performance of Small and Medium Enterprises (SMEs) is the main objective of this study. This study helped to contribute to solve some aspects of managerial and organizational problems in SMEs which was achieved through the following specific objectives:

1. To identify entrepreneurial initiative and innovation towards employee's motivation and organizational productivity
2. To investigate how the effect of motivation on workers' performance increases SMEs' productivity.
3. To identify the SME employees' entrepreneurial motivation and productivity.

1.5 Significance of Study

The importance of this research study is to gather data on entrepreneurs inspiring their staff for productivity enhancement at Small and Medium Sized Enterprises (SMEs), which in turn helps businesses address some social and cultural issues. The results of this study will help a variety of small and medium-sized businesses to address some employees' turnover issues and provide new visions into the subject under study. Entrepreneurial motivation is one of the crucial factors to the management of Small Medium Enterprises (SMEs) that affects business performance. Entrepreneur's positive behavior is mainly influenced by effective working on motivation plan which results in autonomous in their company, self-competitiveness and goal-oriented. Therefore, upcoming researchers will also profit from the study because it will help them give continuity to their research by offering tips and insights on a variety of related material.

1.6 Limitations of the study

There were certain limitations occurred while conducting this research. Data collection process was limited to only few places as area of the study is focused only on industries. For the collection of data only few respondents were taken as sample due to low population size in SMEs. Despite In depth study, it is related for academic purpose only. Only SME's entrepreneurs were considered for this study. Small scale industries were only studied. Only quantitative studied was applied. Only correlation and cross correlation was used to confirm the findings for this study

CHAPTER II

LITERATURE REVIEW

2.1 Entrepreneurial Motivation towards productivity

In an organization, employees and motivation are considered as engine and fuel respectively. No organizations can ever achieve their specified objectives without support of their employees. Therefore, in order to achieve their organizational objectives, productivity enhancement and the quality services of the organization, a highly motivated and well-qualified workforce is very crucial. According to Rajbhandari and Shakya (2022) entrepreneurial proper planning and organizing “Factor of Organizational Productivity” (FoP) can generate SME’s productivity through proper managing of people within the organization for achieving the organizational common goals.

Work motivation of an employee’s plays a major role in any organization, as motivation directly affects employee productivity. Motivation has become one of the important factors among entrepreneurs to enhance their business performance effectively especially in Small Business Enterprises (SMEs). Motivation involves both internal and external factors that require action and can act as encouragements to action (Locke & Latham, 2004). Facing difficulties in task completion and being less productive are the sign of unmotivated employees. Employees with low motivation is a burden for organization efficiency which directly impact on the organizational performances and productivity (Rajbhandari and Shakya, 2022). When compared to unmotivated employees, inspired workers are more creative, effective, and eager to put in additional effort to achieve the aims of the enterprise.

Motivation and productivity have direct connection as employees’ motivation directly affects the productivity of the business. They both are essential for enhancing the values of employees. The management must put more effort into improving the company's policies and procedures that support employee motivation to realize the overall business objective of maximizing productivity. As productivity, quality, and customer relations are the fundamental components of success, management must place equal importance on motivating their staffs by providing

necessary raw materials and equipment as per requirements and the certain portion of an earned profits.

The subject of entrepreneurial motivation is how human motivation affects the entrepreneurial values and beliefs. Entrepreneurial motivation is the process of encouraging an entrepreneur and their team members to perform at a better level in order to achieve their business goals (Robbins, 1996). Entrepreneurial motivating their employees have an impact on decision to explore, evaluate and exploit entrepreneurial opportunities (Shane et al., 2003). Sustainability of SME highly depend on the entrepreneurial motivation to expansion of businesses. Therefore, motivation is regarded as means of connection between plan and action (Carsrud & Brännback, 2011).

Entrepreneurial motivation is very necessary for converting plans into actions besides the importance of creating entrepreneurial goals (Carsrud & Brännback, 2011). It is determined by the perceptions of entrepreneurs and their own abilities and personal traits (Estay, Durrieu & Akhter, 2013), and the relevant business environments with specific business ideas and the goals set by an entrepreneur. For entrepreneurship development and the determinants of entrepreneurial motivation, the aspects of the environment are therefore crucial. The growth of small business is influenced by entrepreneurial motivation. Officials should take into account environmental and human elements that affect entrepreneurial motivation in order to maximize the impact of policies and programs for a firm (Carsrud & Brännback, 2011).

According to Maslow's Hierarchy of Needs, employees' lower needs shall be fulfilled first in order them to become more effective and valuable in the company. Five crucial motivational concepts for entrepreneurship, according to Shane, Locke, and Collins (2003), are the need for achievement, risk-taking, locus of control, self-efficacy, and goal-setting. While organizational productivity is concerned, it also requires organizational employee's performances, production, and profitability towards achieving Factor of Organizational Productivity (FOP) (Rajbhandari & Shakya, 2022).

2.1.1 Need for Achievement through Controlling, Risk-Taking, Self-Efficacy and Goal-Setting

Self-assurance, capability to take various risks and willingness to study the market are considered as high accomplishing individuals. The need for achievement is the accomplishment of both individual and business goal (McClelland, 1965). An individual who are capable with those need is expected to perform better at their job and seek to achieve the things that are important to them.

Controlling in an organizational is one of the major managerial functions, within these controlling parameters, entrepreneur need to generate a locus of control. The concept of locus of control refers to an individual's perception of how their actions or traits affect outcomes (Rotter, 1966). Individuals who have a locus of control internally believe that their actions and personal choices directly affect how a situation will turn out, as opposed to those who have a locus of control externally, who think that they have no control over the outcome. Therefore, higher internal sense of control makes company owners believe more in charge of their business' consequences, which includes their achievement or failures (Rotter, 1966).

Taking risk is also related with the entrepreneurial motivation that impact the business performance. There are different types of risks, such as strategic risk, reputation risk and financial risk, that will always exist with every decision an entrepreneur make. Entrepreneur taking moderate risk enables and encourages innovation in the business. Entrepreneurs with high needs for achievement would have tendencies to take moderate risk.

A high sense of self-efficacy, according to some researchers, is associated with greater entrepreneurial success. The belief in one's capacity to apply abilities, resources, and skills to carry out a particular degree of success on a particular task is self-efficacy, according to Bandura (1997). Higher entrepreneurial self-efficacy makes people more assured in their capacity to successfully manage their own businesses.

Goal setting is the ability to clarify what you want and achieve it. Setting goals is a crucial component of company planning for entrepreneurs. Goals are broken down into many levels,

and whether they inspire action or not depends on how they are perceived (Carsrud & Brännback, 2011). As an entrepreneur, this typically entails setting specific objectives for expanding a profit-generating enterprise. The majority of businesses define their own objectives when creating a business plan. A performance of Small and Medium Enterprises (SMEs) is normally affected by entrepreneurial motivation. Therefore, for a business to run well, the management, marketing, and financial planning must all be effective.

2.2 Importance of Small and medium enterprise (SME) in economy

SMEs entrepreneurs are the initiators of innovation plays an invisible part of creating employment which help to eradicate poverty of the country. Small and Medium Enterprises (SMEs) are considered as the strength of a country as they are interconnected with the society and economy. SMEs are one of the major sources of economy growth by generating employment in the middle and lower-level society.

Small and Medium Enterprises (SMEs) includes business activities which help in contribution to the economic development of the nation no matter whether it is in an urban or rural area.

According to Qamruzzaman (2015), promotion of economic development by protecting industries, business and direct services all over the world is a crucial role which have been carried out by small and medium enterprises (SMEs). Due to the role, it plays in job creation and economic growth in the nation's economy, small medium enterprises require government care. Small and medium enterprises (SMEs) have been playing a significant role in the enhancement of economic development by protecting industries, business and direct services all over the world (Qamruzzaman, 2015). According to Schlogl, (2004), the full potential of small companies has surprisingly gone unrealized, despite dominating societies in terms of job creation and the number of firms. Small enterprises typically have a favorable impact on the economic development of a nation, although the idea that SMEs bear significant economic obligation is still largely unproven.

Because SMEs are viewed as the key to Nepalese socioeconomic development, poverty alleviation, and employment creation, encouraging SMEs will lead to a huge income and wealth distribution economic security, and enterprise development. SMEs can be founded with

less money and managerial expertise. They are therefore in the most important position for creating jobs and fostering entrepreneurship at the local level. Supporting SMEs enhance economic growth, job creation and also create innovation, promote sustainable industrialization and contribute to economic changes (OECD 2017). Sometimes SMEs are extremely affected by market failures and business environment restrictions. The success and long-term growth of SMEs depends on their finance accessibility, entrepreneur knowledge, good networking and semi and highly skilled workforce (OECD 2017).

Small and medium-sized businesses (SMEs) are essential for locating and organizing local resources, providing local residents with employment opportunities, and increasing national income in a country like Nepal. The majority of acceptable jobs in developing markets are created by SMEs, which account for seven out of ten jobs. Nepal has shifted to an open market regime since the late 1980s, as a result of which the barriers to international trade have been improved. Due to this alteration, Nepalese SMEs are having a hard time competing with imported goods on the domestic and global markets for exportable commodities. SME is considered as the main source for the contribution to national economy by forming the traditional products demand such as garments, handicrafts etc. (Rajbhandari & Gurung, 2022).

For both the internal market and export, in Nepal SMEs are mostly engaged in the production and processing of retail and household items, food products, garments, and other similar items. Micro, small, and medium-sized firms make up over 99% of all officially recognized companies in Nepal, and they also provide 95% of all career opportunities (Central Bureau of Statistics, 2019). As SMEs create wealth, mobilizes local resources and address the problems of unemployment, job creation, innovation, and long-term economic development of a country, the role SME sector plays for entrepreneurs is significant. The country's massive economic growth is significantly impacted by the business productivity of this industry.

Since small and medium enterprise (SME) has been playing a vital role in the development of new industries, business, and direct services, there is a common belief that SME financing has been contributing in creation of entrepreneur. Under SME financing, there are the scope of expansion of employment opportunities through launching new enterprise. Small and medium-sized enterprises (SMEs) in Nepal use outdated technology, have a low financial base, archaic

management techniques, and little awareness of marketing and business potential (Pandey 2004). The barriers to company expansion include a lack of infrastructure and financial services, restrictions imposed by laws and regulations, and a shortage of qualified workers.

Small-scale activities are better suited for business in a landlocked, and least developed country. Such a business can be operated by utilizing local unfinished materials, community skills, and natural resources. A nation's economy benefits from SMEs in terms of production, labor force, wages, and GDP growth. In the context of Nepal Rastra Bank (NRB), SMEs have generated over 17 lakh firms, which account for nearly 95-98 percent of all business establishments, and have contributed 83 percent to job creation (Pandey, 2004). Small and medium-sized businesses (SMEs) have an influence on job formation and the growth of a country's economy in both developed and developing nations. SMEs in Nepal struggle with a variety of issues, including a lack of information delivery, low institutional capacity, difficult lending processes, high collateral requirements, and restricted access to financing from banks and other financial institutions with high interest rates (NRB 2019).

Due to the lack of adequate physical infrastructure and the availability of adequate human resources and raw materials, in rural areas there have been few chances for the expansion and growth of large-scale industries. Therefore, for industrial growth in Nepal, the establishment and operation of small business enterprises might be the best alternatives. Entrepreneurs with low budget and limited resources can operate these types of enterprises. By using less capital, local expertise and locally available raw materials, a business as such can be operate and products can be sold in the local or international market. Therefore, for the growth of both entrepreneurship and industrial development sectors of the country, small business enterprise's role is very crucial (Karki, 2018).

SMEs generate more job possibilities relative to the investment made due to their labor-intensive activities. Since they are primarily driven by fundamental economic activities that rely heavily on locally accessible raw materials, they concentrate on obtaining higher value-added operations. Both the distribution of large-scale industries' completed items and the supply of their intermediate products and components are significantly influenced by SMEs. SME also offer chances for local talent development and technology acquisition through

adaption. By its commitment to the Gross Domestic Product (GDP) nationally, productivity of small and medium-sized enterprises (SMEs) is vital in shifting Nepal into the greater economy. It is crucial to research and assess SMEs' entrepreneurial productivity because of the importance they have on national economic growth. Hence, this study assesses employees' motivation on performance of SMEs in the sector of Nepal. Moreover, this paper tries to look into the challenges faced by the SMEs on the subject of motivating their employees for its productivity.

2.3 Employees creative productivity

Due to entrepreneurship, enormous opportunities are produced and an increasing number of employment options are developed, which positively impacts a number of factors such as revenue creation, per capita income, standard of living, and other factors. The productivity of an organization can be achieved through employee's performances and their motivation. Employee productivity measures the value or production that employees produce over a specific time period in order to evaluate their competencies.

Every organization will always strive so that the employees involved in the activities of the organization can provide the highest possible level of work productivity in order to realize the organizational goals. Productivity is a link between the overall resources used (input) and the results achieved (output) within a certain period of time. Productivity is related to effectiveness and efficiency. For effectiveness and efficiency to achieve for productivity, entrepreneurs need to manage people within its organization. A continuous assessment and evaluation is required towards administering a diversity management plans and strategies while managing people to achieve a common organizational goal thus achieving organizational productivity (Rajbhandari and Jans, 2023). The increment in the work productivity of employees could be measured through "Employee Productivity Analysis" tool which analyze the amount, time and quality as well as efficiency and effectiveness of company's workforce (Harimisa, 2013).

Therefore, evaluation of workforce productivity is a key consideration for all type of businesses. Humans can perform excellent work when they are highly focused towards their official task and most importantly, free from micromanagement. Classifying Productivity problems and constraints is important because it can help the management quickly understand

which group requires the most attention in your company. High work productivity results in high work output, which has an impact on the company's ability to meet its goals. Performance of an employee is determined by their output and behavior in accomplishing the goal (Mangkunegara, 2016).

The leader holds meetings on occasion in an effort to increase worker productivity. The precision with which he directed the activities demonstrates that it is up to the leadership to give staff the guidance they need to increase productivity. A chance to earn extra commissions that are anticipated to boost work productivity is provided by job evaluation. A rise in pay and the chance to acquire more advantages would help workers be more productive and achieve better achievements. The goal of offering bonuses is to boost employee engagement and productivity.

In order to fulfill the overall corporate objective of achieving productivity, management must create policies and procedures that inspire the human resource. The management will benefit from the study's prompt delivery because it helps ensure employees' welfare. It also addresses the notion that management must focus on encouraging its personnel for productivity, quality, and customer relations as these are the essential success factors and depend on their performance. Management must not simply be confined to providing raw materials, facilities, and equipment but also be concerned with organizational environment. Moreover, Shakya (2022) states that productivity and employees' performances depend on the leadership competencies for bringing about both the efficiency and effectiveness to achieve organizational goal.

Organizations must provide employees with the necessary motivation so they will be inspired to work more and provide greater organizational results. He has also stated that the motivation of an employee additionally plays a significant impact on productivity, which implies that certificates, experiences, and talents are not the only factors that determine productivity. The employer must motivate the employee so that, in accordance with his or her abilities, they can produce outcomes in order to close the gap between the employee's talent and willingness. Companies will raise overall productivity, cut costs, and increase the efficacy of the business as they motivate employees to perform better.

Motivation leads the development of human resources, which enhances job performance and accomplishment of goals. Performances from the employees are better while they are motivated, which lead to higher employees' efficiency and lower operational cost. According to Akerlof & Kranton (2005), employees who are inspired by their work will be paid more than those who are not, and both the company and the employees will gain from having inspired employees. When required, great performing employees may generally contribute additional work for the enterprise.

According to Attipoe, Wright Evans et al., (2021), through providing information that employees and managers may utilize to make business choices, performance reviews enable employees to perform to the best of their abilities in carrying out the company's mission. They also provide feedback to workers, making them a driving force for both professional and personal growth. However, because of its complexity, performance evaluation has issues. Rajbhandari and Jans (2023) states that managing people with stress in organization can bring about organizational productivity that eventually benefits the organizational as a whole. In return the people in organization receives lively environment within the organization. Unmotivated employees are the root of low productivity and raises the possibility that motivation and productivity are linked because motivated employees produce more.

Inspired employees frequently perform harder and more efficiently than other individuals since they are satisfied with the outcomes they get (Bradley, 2003). Employees that are motivated and satisfied will provide the best work compared to those who are only doing it out of necessity (Deci & Ryan, 2000). On the other side, unmotivated workers eventually give up their jobs because they no longer feel like they have a purpose there. By comparing the labor performed by a person over a specific time period to the output of the workforce, productivity can be calculated. Typically, the effectiveness of a particular job would be assessed using an average of people performing related tasks. It could also be determined by how many units of the good or service an employee uses in a given period of time (Piana, 2001). Companies should conduct annual performance reviews, which should also cover dependability, communication abilities, and possibilities for skill-upgrading, to maximize employee

efficiency. It goes over the benefits of investing in human capital, the advantages of employee growth programs, and the challenges of staff development.

An entrepreneur needs creativity because it facilitates the development of intriguing procedures and goods. The most crucial quality that successful businesses should possess and cultivate is creativity. After all, creativity is fueled by innovation, which also generates fresh viewpoints and solutions to maturity level issues and gives business executives the ability to develop and persistently pursue innovative company visions. One of the most important steps in beginning a business is developing business concepts, which comes more easily to creative entrepreneurs. Business executives with high levels of creativity are frequently able to create very unique business ideas that serve to a specific market segment requirement. High attention is placed on entrepreneurship in promoting economic growth through tier creativity and innovation. This situation has opened up enormous opportunities and increased the number of available jobs, which has a favorable impact on a number of factors like financial output, per income per capita, lifestyles, and so forth. Entrepreneurs may encourage creativity by engaging in activities like innovation, resource optimization, taking risks, and more.

2.4 Entrepreneurial and SME development

2.4.1 General background of Nepalese historical Entrepreneurial development:

Based on the rapid growth of businesses and the contribution of SMEs to job creation, the development of the enterprise sector has been rated as a positive factor in economic development. The growth of entrepreneurship aids in the fight against poverty. It generates employment through the launch of fresh businesses or the growth of current ones (Bhuiyan & Bakar, 2014). SME has been crucial to the growth of entrepreneurship since the expanded SME program can help them by giving them simple access to finance for their businesses without requiring them to put up any collateral. Globally, SMEs and the promotion of entrepreneurship are both recognized as tools for fostering economic development and job creation.

Prior to the development of modern civilization, Nepalese people exchanged their possessions for their needs and devoured their own production. A group of academics claims that the beginning of industrial activity occurred in the fourth century B.C. at Nepal. Industrialization

began during the reign of the Lichhavi Kings (496 A.D.–880 A.D.), (Pradhan, 1984). Therefore, it is accurate to claim that the history of industrial activity predates civilization itself. According to Nepalese history, in ancient period there were three different sorts of industrial activity.

- (i) Some were working in traditional caste-based occupations such as Kami (Black Smith), Sunar (Gold Smith) and Kumale (Potter),
- (ii) People in the Himalayan and mountainous regions produced and sold carpet, paper, woolen clothing, and woolen carpets (Radi/rug) etc.
- (iii) Remaining of the people were engaged in other commercial business activities.

Within the 7th century, amid the run the show of ruler Ansuvarma, Kuti Pass had opened. This Kuti Pass driven to the development in Nepal's exchange with Tibet. The advancement of wood creates, metal create and workmanship and the fine craftsmanship of those days can still be seen at diverse places in Nepal.

The Rana Regime (1846-1950) displayed concern in national industrial development. As a result, 65 businesses with combined authorized capital of 70 million Indian rupees and 21 million Nepalese rupees were registered between 1939 and 1951 (Pradhan 1984). Only traditional handcraft was produced in the minor industries, which only employed 1% of the labor force. This was also adversely affected by the country's opening to machine-made goods from British and Indian producers in 1923 (Shrestha & Shrestha, 1989). The protective strategy that Nepal established has also been impacted by the 1923 agreement between Nepal and British India, and the existence of Nepal's cottage industry has been seriously threatened by the free admission of goods from India (Pradhan 1984). During the rule of Rana, different luxuries and necessities were imported from India and other nations, which had an impact on the growth of domestic industry (Pradhan, 1984).

The year 1935 AD and 1936 AD was a special year in the Nepalese entrepreneurship development history. "Udhyog Parishad" was established in 1935 and Company Act for industrialization initiation was made on 1936 A.D. There were 78 small and large industries with an investment of 70 million Indian Rupees and 700,000 Nepalese rupees in 1935 (2007 B.S.). This demonstrates a characteristic of the industrial environment at the time (Adhikari,

1996). The central prison was home to a spinning and knitting factory created by Prime Minister Chandra Samsher during his rule. Tri-Chandra Charkha Pracharak Mahaguthi was a textile company that was established in 1937. The purpose of the Cottage Industry Skill Popularization Center, which was established in 1934, is to preserve and advance traditional skill (Karki, 2001).

During Rana regime, Prime Minister Juddha Samsher's reign saw some sincere attempts to advance industrial growth in the nation. In the history of industrial expansion, the years 1936 to 1950 can be seen as a period of great accomplishment (Shrestha, 2007). In addition to launching industrialization programs, Juddha Samsher worked to build the infrastructure required for industrialization. His first significant action was the 1935 formation of Udhyog Parishad under the influence of the British (Giri 1976). The major goals of this Parishad were to encourage industrial growth throughout the nation, register industries, and complete all necessary responsibilities. Along with Udhyog Parishad, Khani Adda and Nepali Kapada Ra Gharelu Ilam Prachar Adda 1939 were also founded. In 1931, Tejarath Office was founded. The Terai-based industry received financing facilities from Tejarath Adda. When Nepal Bank Limited was founded in 1937, it absorbed all banking activities as well as central banking activities. Through Indian enterprises, the insurance service has been accessible since 1935 to safeguard commerce and industry (Shrestha 2007). For the purpose of creating the national industrial plans, the National Industrial Survey was also tried through the Commercial and Industrial Intelligence office.

In addition to industrial surveys and attempts at industrialization, relevant regulations, such the Nepal Company Act of 1936, were also developed. Similar to that, the Nepal Private Company Act was created in 1943 to support small businesses. The rate of industrial development during the reign of this Rana was quite encouraging. A jute mill was first joint stock company in Nepal, founded in 1936. Rana's participation in industrial pursuits was facilitated by Juddha Samsher. From 1946 to 1951, 63 joint stock firms were officially registered (Giri, 1976). This indicates that there has likely been a significant wave of industrial establishment. However, the majority of the industries vanished after the Second World War (Giri, 1976).

The history revealed that Nepal was rich in several small and cottage industries as well as trade and commerce during the ancient times (Shrestha, 2007). In 1939, Nepali Kapada and Gharelu Ilam Prachar Adda were established, and a skill-oriented training program was also started at that time. It was transformed into the Department of Cottage and Village Industry's technical training division in the FY 1965/1966 (2022/023 B.S.). In 1992 (2049 B.S.), Department of Cottage and Small Industry was the new name given by His Majesty's Government to Department of Cottage and Village Industry (Shrestha, 2007).

The predominant primary sector, moderate growth, and mass production are characteristics of the Nepalese economic situation. The possibilities for quick development have been few and unclear due to the lack of nearly all contemporary physical infrastructure in an extremely crowded and challenging terrain, the restricted amount of exploitable natural resources, and the tiny number of skilled staff. The industrial sector is still underdeveloped and only consists of smaller-scale businesses (Bajracharya, 2003).

2.4.2 Toward global movement of SME development

Historically, SMEs have been a major force in domestic economic activity, particularly because they are a significant source of employment possibilities and, as a result, are a source of primary or secondary income for many households. SMEs must increase the price of their goods to maintain a competitive advantage and competing with cheaper price opponents as barriers to trade, transportation, and communication overhead decline. As wages go up and consumer choices expand as foreign products are more readily accessible in local marketplaces, consumer preferences are evolving fast (OECD, 2004). Small and Medium-sized Enterprises (SMEs) are often thought to be influenced by a variety of factors, including the degree of economic development and government promotion initiatives. These factors include changes in employment and output shares, output composition, market orientation, and location over time. In the literature on the growth of small and medium businesses (SMEs) in less developed nations, two issues that are currently being debated are the ability of SMEs to survive during economic development and the importance of government promotion programs for SME development.

International perspectives

In the global economy, SMEs are still comparatively underrepresented. Small and medium-sized firms (SMEs) account for further than 95% of industry players and 50% of actual improvement or output in the majority of national economies. Why are there fewer SMEs operating on global markets and why do they provide a considerably smaller amount of value added there? There are numerous explanations for this. When engaging in international business, SMEs are exposed to a more complicated and riskier business environment, for which they are generally less resourced and underprepared than larger companies. In relation to the many regulatory, administrative, and policy contexts that governments generate, some of these dangers and complications can be addressed by governments.

The development of a more open to business, more integrated economy on an international scale has huge potential benefits. Gaining access to overseas markets and internationalization are important tools for many businesses to increase their competitiveness and develop further. Opening up global markets can assist SMEs with significant intellectual property investments in identifying the possible of greater firms and is typically a vital strategic decision. Many business owners are taking advantage of the opportunities that come with globalization, and opening up access to other markets has turned into a tactical tool for their continued growth and competitiveness.

Small businesses that have access to global markets may gain from a range of business opportunities, such as bigger and new niche markets, the chance to benefit from scale and technological compensations, an improvement in technical fitness, ways to spread jeopardies, reduce and share expenses, concluding research and development expenses, and in most of the situation, easier accessibility to financing. For potential high-growth businesses, opening into overseas markets can help them realize their potential. It is also frequently a crucial strategic move for SMEs with significant intellectual property assets. Such companies must swiftly recover their investments from as big a market as feasible. Exporting doesn't seem to be the finish of a great growth process, but rather the beginning, according to recent research that have identified a link between high-growth enterprises and exports (OECD, 2002).

Recent initiation of Nepalese SME

The Nepalese government was confident at the beginning of 2020 that the FY 2019/2020 GDP growth target of 8.5% would be met. The Visit Nepal 2020 campaign was rising in popularity when the government decided to impose a statewide lockdown to prevent the transmission of COVID-19 in late March. But as a result of recent developments, business as usual began to unexpectedly degrade. There were 275,433 small and medium-sized firms (SMEs) registered in Nepal as of FY 2074/75 BS (2018/19 AD). According to the Industrial Enterprise Act of 2016, small enterprises have financial assets of up to NPR 100 million and between NPR 100 million and NPR 250 million. In addition to contributing 22% of the GDP, the SME sector is predicted to have 1.7 million workers (SME Financing in Nepal, Nepal Rastra Bank, 2019).

Due to the rapid spread of COVID-19, the government enacted a stringent lockdown in March 2020, which has halted all commercial activity in Nepal. Due to their lack of crisis management plans and resources, it has disastrous impacts on Nepalese SMEs (UNDP, 2020, OCED, 2020). By the middle of August 2020, 216 countries throughout the world had experienced a terrible economic crisis and over 720,000 human casualties as a result of the COVID-19. Massive economic blackouts that occurred over the past 6 months had an effect on individual's private medical, personal interactions, employment, enterprises, and the entire economy. The collapse of the whole worldwide supply chain has hampered consumer demand, corporate continuity, and overall global economy. The economy of Nepal has also been impacted by this shock wave (World Health Organization, 2020).

The rising conflict between Russia and Ukraine is having an increasing influence on the global economy. The price of oil and gas has increased and will continue to rise as a result of Russia's invasion of Ukraine. Significant economic effects of the conflict include the loss of infrastructure, a declining work force, inflation, scarcity, growing debt, disruption of trade routes, and disruption of regular economic activity (Koirala, 2022). The crisis in Russia and Ukraine is disrupting trade routes, which is causing turmoil throughout the supply chain. This has major ramifications for SMEs, who already face significant supply chain issues.

Oil prices have risen to a seven-year high in Europe and on global markets since Russia invaded Ukraine. There will be a result even if there is no direct impact. Oil has the most indirect effect. Russia contributes around 10.5 million barrels of oil per day to the global oil market, making it a significant player. Nepal purchased oil worth Rs 175 billion last year, when the price of a barrel ranged from USD 40 to USD 42 and up to USD 75. The average price has increased from USD 60 to USD 100 or more. In this case, it appears that Nepal will have to bear an additional burden of Rs 100 billion on its oil imports, which will negatively affect the national economy. This makes it challenging to manage SMEs' enterprises successfully and effectively on a daily basis (Chaudhary, 2022). This is due to the rise in transportation cost of goods and commodities within the nation and integrational, where SME find difficulties for efficient running and their sustainability.

2.5 Entrepreneurial and employees' motivation towards productivity

The entrepreneurial journey requires motivation for its sustainability. According to Rajbhandari and Gurung (2022), entrepreneurial qualities enhance for self-sufficiency and self-sustaining their SME businesses eventually to acquire profit.

Additionally, there was a correlation between entrepreneurs' performance and the and organizational productivity (Rajbhadnari and Shakya, 2022, Baum, Locke, & Smith, 2001). Further, entrepreneurial psychology has been shown to affect entrepreneurial motivation. For instance, Cacciotti et al. (2016) suggest that Entrepreneurs' perceptions of internal cognitive assessments (e.g., personal skills) and external social signs (e.g., financial security) influence whether fear of failure leads to increased motivation.

Entrepreneurs' motivations are important to further study for three main reasons. First off, the entrepreneurial process is influenced by individual differences in behavior and motivation (Carsrud & Bränback, 2011). For example, people tend to perceive risks and opportunities differently (Shane & Venkataraman, 2000). This can influence important decisions entrepreneurs make when starting a business. (Shane et al, 2003) Second, the likelihood of success is limited and entrepreneurship is not an assurance of it. However, it is interesting to see why some people take up opportunities to learn new things, while others don't.

Entrepreneurs who take advantage of these possibilities, even though they have a low chance of success, may be more opportunistic and have more self-efficacy than those who decide against engaging in the same activity (Carsrud & Bränback, 2011). Thirdly; the ability and inclination to seize an opportunity depends on one's drive and varies between people due to differences in personality attributes. Who seizes an opportunity and what happens next are both influenced by ability and readiness to act (Shane et al, 2003). The financial benefit for taking the chance and working hard while beginning a business comes from possibility that yield earnings that are greater than the opportunity cost, which results in variations in motivation levels (Shane et al., 2003).

After reviewing the literature, Shane et al., (2003) developed a framework and suggested twelve determinants that have an impact on the entrepreneur throughout the venture. The framework has been developed to increase the knowledge of entrepreneurs. The motivational aspects in Shane's framework include the cognitive factors, vision, knowledge, skills, and abilities, as well as the achievement need, locus of control, passion, vision, objective-setting, and self-efficacy. In the below section, there is a brief review of the existing literature on the motivational drivers.

Entrepreneurial Need for achievement (nAch)

The Need of Achievement (nAch), which is based on various levels of aspirations, is one of the more prevalent motivational factors documented in the literature (Baum & Locke, 2004). The idea of achievement was initially put forth by McClelland in the 1950s, and it has typically been thought of as a quality that inspires people to take on obstacles in order to succeed and thrive (Deshpande et al, 2013). High nAch people tend to involve in actions that entail advanced preparation and a greater level of accountability for the conclusion (Collins et al. 2004). Activities that require effort and expertise give obvious feedback, while activities that present dangers or challenges are expected to be followed.

According to Collins et al. (2004), who criticized McClelland's work, it is critical to examine accomplishment at the micro level in order to comprehend the myriad elements that affect achievement. Collins et al. (2004) did a meta-analysis and discovered a substantial correlation between achievement motivation theory and business outcomes. (Baum & Locke 2004) make

an intriguing discovery in the field by showing that risk-taking, locus of control, and nAch have a delicate but nonetheless significant relationship.

Controlling mechanism

The next motivational factor that Shane et al. include in their paradigm is "locus of control." Locus of control refers to a person's perception of whether an outcome will be favorable depends on their behavior (Shane et al, 2003). Thus, it connects to a person's expectations about the result and makes it possible to foresee whether a person would behave. (Rotter, 1966). Locus of control is of two type's one, internal locus of control and another external. People with exterior control believe they have no command over the result, whereas those under interior control believe they can. People with an internal locus of control are those who think that their behaviors will greatly impact how an event unfolds (Rotter, 1966). Referring back to the personal attribute, a high degree is also shared by the propensity for responsibility, which is comparable to an internal center of control and the conviction that people matter. People with internal locus of control love to be in command, therefore it seems to reason that they will look for possibilities to start their own businesses (Krueger & Brazeal, 1994).

Visionary

A leader's vision is a stated objective outlining where they want their endeavor to go or where they see it in the future. Since it is a long-term objective, it gradually becomes motivating. The vision aids in bringing the co-founders' and workers' goals into alignment. People with strong, clear visions will communicate them. (Baum & Locke, 2004). The ability to convey the future and persuade others to move in that direction is the focus of this driving. One must be able to envision a road forward and know how to achieve it before arriving at that conclusion. Entrepreneurs that have a clear vision are more successful at making decisions and moving their business ahead. The entrepreneur also benefits from being more persistent (Locke, 2001).

Desire for independence

For entrepreneurs, the urge to be independent is essential because it entails accepting responsibility for one's actions (Shane et al, 2003). In the entrepreneurial journey, it is required in several events. Entrepreneurs seize opportunities that weren't there before; if one isn't independent, they can't decide whether to take advantage of those opportunities, as mentioned before. Entrepreneurs prefer to take ownership of their actions, and they do so in business ventures. Therefore, it stands to reason that those who desire independence will likely become entrepreneurs (Shane et al. 2003). The intriguing thing about independence is that it can both motivate people to start their own businesses and serve as a distinguishing quality of successful entrepreneurs. One of the primary motivators for someone to decide to start their own business has also been identified as a desire for independence. (Carsrud & Bränback, 2009)

Entrepreneurial Passion

Building a business involves a lot of effort and is not simple. Entrepreneurs typically have to really love and be passionate about their business in order to deal with all the problems they encounter (Baum et al, 2001; Baum & Locke, 2004). Egoistic passion refers to a person's love of their work and is characterized by intense devotion to it (Shane et al, 2003). One may enjoy the entrepreneurial process of producing something. Being able to sustain high effort for an extended period of time requires love for your project. Shane et al., (2003) the value of having egotistical passion. It has to do with independence and making your own decisions. And being egotistically passionate about your endeavor inspires you to act in your own best interests (Shane 2003 & Baum 2001).

Personal drive

Drive is the readiness to put forth additional effort, including thought and idea realization work. Ambition, goals, energy, and tenacity are four main aspects of drive that might vary from person to person. The degree to which entrepreneurs want to build anything when pursuing an opportunity is referred to as their ambitions. The opportunity grows bigger, more meaningful, and more vital as aspiration increases. As a result, the venture's goals become very ambitious.

High levels of energy are required to achieve the lofty objectives, and tenacity in pursuing the opportunity is essential. It is crucial to be able to overcome failure because it will happen to a venture at some point. (Shane et al, 2003).

Goal setting

Goals play a significant role in motivation, as was noted in the research review on motivation. Goals are described by Perwin (2003) as the link between an action and a desire for how something may be in the future. In his idea of the hierarchy of goals, Lawson (1997) further links motivation, goals, and achievement.

Setting goals and a company's performance have been proven to be significantly correlated in the literature on entrepreneurship (Baum et al, 2001). The ability to control your own goals improves motivation to achieve them (Locke & Latham, 1990). Carsrud & Brännback (2009) present goals a means of adapting to our environment and circumstances. One can adjust to external changes by having the flexibility to shift goals, intentions, and motives. Entrepreneurs frequently deal with shifting conditions as a result of the dynamic process they engage in, which leads them to progressively change their goals and driving forces. More research is required to understand the impact of context and environment on motivation (Carsrud & Brännback, 2011). According to Shane et al, setting challenging goals boosts an entrepreneur's motivation far beyond setting no goals or goals that aren't as difficult. Carsrud & Krueger, (1993) indicates that goals are one of the most crucial components in a venture's success.

Self-efficacy

Self-efficacy is the conviction that one can complete a task. A person's efficacy expectations influence their behavior, which in turn influences the outcome (Bandura, 1997). How much effort someone will put out also depends on their level of self-efficacy. Self-efficacy plays a critical role in choosing whether to accept or reject risks and changes that affect behavior (Rotter, 1966). It also determines how long behavior will be sustained in the face of ongoing difficulties (Bandura, 1997). The activities included in the entrepreneurial process that depend on one's self-efficacy include those that involve acquiring the resources, and abilities needed to

move forward with the venture. The self-confidence is what sets this personality attribute apart. People who have a great sense of self-confidence in their abilities will have an impact on the results. This explains why individuals with the same ability behave differently. High levels of self-efficacy encourage tenacity in the face of setbacks, increased ambition, and the creation of more effective plans and methods for pursuing the goal (Shane et al, 2003). One is more likely to become an entrepreneur if they are highly certain that they possess the necessary skills (Baum & Locke, 2004).

Cognitive factors

According to Locke's (2000), cognitive and motivational elements are interdependent. According to Locke (2000), all actions are the result of a combination of motivation and cognition, and aspects that affect the innovation intention include ideas, expertise, abilities, and capacity. Locke, (2000) states that one will want specialized understanding of the industry and technologies relevant to the venture when starting a business. Possibly, the opportunity won't present itself without the exact information. The cognitive abilities of the entrepreneurs are also a crucial component. The skills needed might vary depending on the endeavor and the entrepreneur, and they can be needed at any stage of a venture's life cycle. According to Shane et al. (2003), the required entrepreneurs' abilities, especially intelligence, have an impact on the entrepreneurial consequence. Entrepreneurs must be able to pursue the necessary information and skills, even though the required abilities may change over time.

Income and occupation

One of the more effective motivational and driving factors for venture success has been identified as the desire to earn more money. The goal of making money serves as motivation for business owners to work harder. Shane et al, (2003) advise that making choices when you have a sizable salary might be challenging because there is nothing more attractive than a paycheck. Current employment can also be a deterrent in the decision-making process, but it later serves as a motivating factor because failure would mean losing that employment. Entrepreneurs who are concerned about losing their jobs will be more willing and determined to succeed (Shane et al, 2003).

2.6 Entrepreneurial importance in organization

Every organization needs entrepreneurship to improve organizational performance with the aid of effective entrepreneurial management. Entrepreneurs are the innovators and creates employment that supports for economic growth. Therefore, in order to achieve organizational entrepreneurship, entrepreneurial management should be adopted carefully with all its dimensions. Through entrepreneurship, underutilized labor, capital, and resources are used most effectively. Entrepreneurs take calculated risks in the hopes of turning a profit and resolving issues in their communities.

Everyone desires a larger piece of the profit pie. This raises a query for us. Does entrepreneurship really matter that much? Due to the COVID-19 pandemic's current issues in practically every economy, entrepreneurship must rank among the most fundamental skills of business executives around the world. Gaining a competitive edge is made easier by it. Entrepreneurs' leadership gives businesses the flexibility to move with the times and situational context (Rajbhandari, 2015), particularly when it comes to handling risk, creativity, innovation, and unpredictability. They raise our standard of living even higher through successful innovation.

Successful businesspeople realize their dreams as well as those of others. They may adapt their personalities, competencies, and creativity to meet the demands of clients and seize market possibilities. Entrepreneurs enhance people's lives, communities, and the economy as a whole. Entrepreneurs have made a significant contribution to promoting social change and boosting people's living conditions. By generating jobs and improving the safety, use, and accessibility of products, they assist increase everyone's quality of life (Rajbhandari & Gurung, 2022).

A variety of abilities are required for corporate growth, but leadership is the one quality that unites them all. Entrepreneurs turn a concept into a useful good or service for consumers. The process includes a wide range of interpersonal and organizational abilities, all of which rely on leader qualities including skills, ability, knowledge, competencies, intelligence, and experimental determination, from developing the corporate plan to reaching profitability (SAKCIED) (Rajbhandari, 2022). Knowing the dangers and benefits of a company endeavor,

as well as making a strategy for dealing with changes in situations, are all important entrepreneurial skills. Entrepreneurs show their fervor for the business in all of their contacts with partners, staff members, and other individuals. They have self-assurance and business acumen, are decisive but flexible, and both. They constantly take advantage of opportunities to learn and study, and they respect the perspectives of others, for which an entrepreneur as a leader must contain to generate varieties of organizational managerial skills through SAKCIED to understand the gravity of organizational context to bring about efficiency and effectiveness within the organizational context.

Innovation is a key ingredient to entrepreneurs; these innovations are sought through the creativity towards developing new products and new ways of doing businesses.

Entrepreneurs introduce new innovation through research and development, opening the door to new businesses, markets, goods, and technologies. Entrepreneurship has the ability to enhance people's lives since they can contribute to resolving unresolved issues by creating new goods and services.

2.7 Relation between entrepreneurship and motivation:

Entrepreneurial activity is the result of a deliberately planned action, such as the founding of new businesses or the addition of further values to already existing ones. An entrepreneur may become frustrated on the path from having a novel business idea to making it profitable and long-lasting. Entrepreneurs can maintain their route to success at such times by using motivation. Entrepreneurship relies heavily on motivation, which is essential to their long-term success. Many people today are starting their own enterprises to support themselves due to the growing prevalence of unemployment throughout the world. Entrepreneurial motivation is very necessary for converting plans into actions besides the importance of creating entrepreneurial goal and the pursuit of the recognized opportunity (Carsrud & Brännback, 2011). Through the choices made by individuals, entrepreneurial motivation influences on entrepreneurial action, their efforts and persistence in the chosen activities. Each entrepreneur and business owner are unique so there will be many different entrepreneurial motivational elements. Entrepreneurs are driven by their own internal motivation and are passionate about

putting their ideas into action. By creating improved or novel products and services, they serve as a catalyst for change in already established markets.

Entrepreneurial intention, action, and behavior as well as results are linked by motivation. The main element in an individual's development of entrepreneurial motivation, is through proper planning of Factor of Organizational Productivity (FoP) (Rajbhandari and Shakya, 2022). Without motivation, an individual's conscious decision or conviction that they will eventually, in the near future, become a self-employed entrepreneur may fail to materialize into action. Intention and action are connected by motivation. Entrepreneurial behavior is a carefully thought-out action.

The relationship between motivation and performance outcomes can be seen in the satisfying of human needs. Evidence suggested a link between intrinsic motivation, meeting fundamental psychological needs (such as the need for autonomy, relatedness, and competence), and wellbeing rather than performance (Ryan & Deci, 2000). When it comes to psychology, motivation has always been a major problem. However, as the field of entrepreneurship has grown, motivation has taken on a more significant role. This idea is predicated on the notion that desire underlies every facet of an individual's activation and purpose. Therefore, an entrepreneur's biological, cognitive, and social rules form the basis of motivation (Deci & Ryan, 2000).

For individuals with whom entrepreneurs engage and work, motivation is crucial. When things get difficult and disheartening, it offers hope and clarity. Entrepreneurial motivation is the process that drives an entrepreneur to work harder in order to accomplish his business objectives. There is a deep relation between entrepreneurship and motivation as it creates impact on several factors such as performance level improvement, helps to change negative attitudes of employees, reduction in employee turnover and absenteeism and reduction in resistance to change. As a result, it is asserted that entrepreneurial performance in particular and the entrepreneurial process in general both heavily depend on motivation (Fairlie & Fossen, 2019).

2.8 Employees motivational aspects related to entrepreneurial practices in Organization:

Motivation is seen as a crucial component of a company that increases worker productivity and is crucial in creating a positive work environment. Motivating factors are an essential part of every business or organization. The effectiveness and efficiency of the organization, as well as the timely and precise completion of tasks and deadlines, depend on knowing how to motivate personnel. To start a behavior and determine its direction, strength, and longevity, motivation must come from inside and beyond the individual (Mitchell & Daniels, 2003). Motivation increases behavior and drives it in the direction of the objective (Yuni, 2019). Since every individual is unique, it's crucial to first spend some time learning more about what drives particular workforce groups. For instance, extra incentives may inspire certain workers, while the chance to earn more Paid Time Off (PTO) days may inspire others.

Here are five essential elements for developing motivated workers:

1. Recognition through rewards and appreciations

Two crucial elements of motivation in a workplace are appreciation and acknowledgment. Recognition and reward go hand in hand. Recognizing brilliance has a limited shelf life; if compliments are not reciprocated by payment, their influence begins to fade. While acknowledgment may be sufficient in some situations, if employees are not paid for going above and beyond the call of duty, their motivation begins to decline. According to Mussie (2013), individuals who perceive appreciated have higher self-esteem and are more capable of contributing, which is a positive outcome and justification for employee recognition. Appreciation of employees boost performance along with job accomplishment (Mussie 2013). Employees' motivation and job performance may be influenced by an organization's usage of recognition and reward as a standard metric to show them that their contributions are valued.

Different methods can be used to reward employees. It is preferable to give a variety of prizes. Rewards can vary in cost and impact. Receiving awards and recognition motivates employees to perform at the highest level in their jobs, which also promotes positive behavior. Employees who receive compliments and appreciation not only feel appreciated and accomplished, but they are also encouraged to continue the actions that contributed to the performance. Employee

motivation to repeat these behaviors increases when positive employee behavior is more frequently acknowledged. White (2016) have stated that incredible things, such as increased levels of engagement from employees, lower staff turnover, higher customer loyalty scores, and the development of organizational drive, occur when workers feel valued and acknowledged for the task they accomplish.

2. Employees Career development and the opportunities

The goal of human resources is to implement effective HR procedures that have a positive effect on employees' lives. Career growth is an ongoing process. Career growth represents a substantial path of knowledge management, effort, independence, and progress toward an individually selected and evolving chosen future.

When there are several options for personal and professional development, employees frequently feel more engaged at work. Giving workers the chance to develop their abilities and become more effective in their jobs fosters a sense of pride and success that serves as a powerful motivator for workers. Additionally, giving staff members the chance to develop their abilities can eventually affect how successful a business is overall, benefiting everyone involved. 20 percent of the total of employees appreciate opportunities for professional advancement and seminars more than financial pay, according to studies, highlighting the importance of expansion in promoting employee engagement. Employee development helps people become more independent, improves their ability to contribute in the workplace, and increases their contribution to your company.

According to Chen & Chang (2006), career growth programs allow Human Resource professionals, top management, and clients to perform jointly on improving not just workers' employment, but also every stage of the recruitment process, every employee's attitude and conduct, and every aspect of their working lives.

3. Organizational leadership and styles

One of the major factors that affects an organization's success or failure is its leadership. The way a leader directs and motivates others to achieve corporate goals is known as their leadership style. The importance of leadership in an organization cannot be overstated when it comes to developing a vision, mission, setting goals, defining strategies, policies, and procedures to achieve those goals effectively and efficiently, as well as managing and coordinating internal operations (Xu & Wang, 2008). Hal, (2001) asserts that a leader's style might be acceptable, overbearing (subordinates believe the leader is doing too much), or under bearing (subordinates feel the leader is not providing them with the necessary guidance). Since not all employees are accessible to all leadership behaviors well, effective managers must identify which approaches work best to every kind of worker.

A company's investment in its employees promotes loyalty, motivation, and retention. Managers that sincerely care about their staff members' professional development are recognized and appreciated by them because it demonstrates that their employers believe in them and want them to advance within the company. The desire to pay back the company's investment in them drives employees to put in more effort. The motivation of a company's employees is greatly influenced by the managers, supervisors, and other leaders in the organization. The effective leading strategies help employees set goals and objectives for themselves in the work and maintain their motivation throughout their time with the company. Rajbhandari (2022) states that leadership multi-flex styles blend is required for organizational effectiveness and employees' performances.

4. Quality and work life balance

The goal of work-life balance is to protect, avoid, and strengthen work and life. Employees spend more time in the office or engage in office work even after office hours as a result of the growing workload and management expectations. There is a spillover of family obligations to work or work obligations to family, which must be managed and cared for as necessary. According to Soergel (2015), 50% of workers struggle to strike a balance between their personal and professional lives.

Offering employees, a healthy work-life balance fosters them. Employees that are motivated are more likely to put in extra time and are less likely to report absenteeism or leave the organization. Additionally, these same individuals are more prone to "burn out" and become demotivated if there is a poor work-life balance. While driven workers will prefer to go further for the organization, when tiredness sets in, they might begin to miss focus in their work. As a company, it is crucial to guarantee that workers put in suitable hours and balance work with activities that advance their health and wellness. Organizational productivity heavily depends on people well-being. This can be achieved by managing people's stress in an organization. This increases motivation, efficiency productivity and attitudinal commitment (Rajbhandari & Jans, 2023)

Through suitable work-life balance practices and policies, employees' psychological well-being, organizational commitment, job satisfaction, staff engagement, and productivity will all improve.

5. Quality in workplace internal environment

A supportive workplace environment is ideal for motivated employees. This paper mentions both the physical and non-physical environments; the physical environment consists of the office and its surrounds. Take an example of Google; they are renowned for having amazing workplaces that gives priority to their employee working environment, including outdoor areas quiet spaces etc. to name a few! Employee productivity is higher in open areas that stimulate the senses. When it comes to the workplace, Google doesn't skimp because they are adamant that it significantly affects employee motivation. The underlying idea of Google is that "life at Google is not just work," therefore they promote informal collaboration among employees to demonstrate how it encourages creativity, increases productivity, and motivates employees. Employee disengagement is rising, making it more crucial to create environments that have a positive impact on the workforce (Pech & Slade, 2006). According to Pech & Slade (2006), diversion, absence of interest, bad choices, and significant absenteeism are some of the signs of disconnection that are more frequently discussed than its underlying problems.

6. Benefits as financial reward

Benefits are initiatives that a business utilizes to increase the amount of money paid to employees. These schemes are intended to shield the employee's family from monetary dangers. Some benefits are provided uniformly (to all employees), while others may depend on an employee's role within the organization, length of employment, standing within the organization, or merits (Dina & Cejthamr, 2005). Along with meeting their demands, financial and non-financial incentives encourage employees to put in a lot of effort for their company. While not all employees are motivated by money, many employees' overall job motivation can be improved by financial advantages. A fantastic method to increase motivation and offer employees a sense of success and appreciation is to set up several possibilities for them to get financial rewards for their hard work. Numerous types of monetary incentives are available, such as rewards, salaries increment, job upgradation and comparative compensation schemes. However, intrinsic motivation can also play a vital role in generating motivation amongst the employees.

A successful reward strategy outlines longer-term goals for things like pay structures, contingent compensation, employee benefits, initiatives to boost engagement and commitment, and using a whole reward strategy (Armstrong, 2007). Employee perks, in Armstrong's opinion, include pensions, sick days, insurance coverage, company automobiles, and a variety of other amenities. Employers frequently combine financial and non-financial benefits. The financial reward typically has a short-term impact and is given in exchange for a specific job that has meaning. Non-monetary advantages increase commitment and participation.

7. Flexitime and work schedule

Another excellent strategy to motivate your team is to provide employees the option of setting their own schedules or working flexible hours. Flexible work schedules are methods that let people choose and control their work schedules (Maxwell, Rankine, Bell & MacVicar, 2006). Employees who have flexible schedules are better able to meet the demands of their families, observe holidays, and fulfill other everyday duties. Flexible work schedules are seen by businesses as a means of luring and retaining talented staff (Cole 2006). Given the distinctive

contributions of the highly satisfied and committed personnel, this has been a fundamental basis for gaining a competitive edge (Nadeem & Henry 2003).

Regarding flexibility at the workplace, a typical type of flexible work schedule has to do with the location or place of employment. The advantages of flexible work hours acknowledge the beneficial, albeit indirect, impact these procedures have on organizational profit (Morgan, 2009). Some workers are more productive in the mornings, while others work best in the late afternoon or evening.

In conclusion, the motivational aspects described above have also been adopted by numerous organizations from various nations in order to inspire and retain their staff. However, in Nepalese organizations, the corporations have only very infrequently or never used the aforementioned characteristics. Due to improper management practices and HR-related policies, current office trends demonstrate a major problem with human resources. Some of the main difficulties include high staff turnover, the majority of employees continually looking for better employment, frequent organization changes, underperforming personnel, and a rise in absenteeism. The outstanding work that their personnel have done has not received enough ac praise claim or public recognition.

The dynamic between managers and their teams is one of the major contributors to employee demotivation. Healthy interactions between managers and employees promote cooperation and productivity among workers. The willingness of both a boss and an employee to assist one another and do better work consequently rises when there is mutual respect between them. In a corporation, relationships between managers and employees help to increase employee engagement. Employees are willing to become more dedicated and engaged with the firm since they feel that it has amalgamated with them and is now a part of them.

Improper management system (such as reward management, appreciation workplace belongingness, leadership style, career development opportunities, financial benefits, etc.) make employees demotivated and reluctant to work beyond their job description. Therefore, there should be an adaptation of proper management system to motivate their employees for company's long-term growth and productivity.

2.9 Research gap

Although there has been research on the subject of entrepreneurs motivating employees at work, there is a research gap on the role of entrepreneurial in encouraging employees to higher levels of productivity. Entrepreneurial, characterized by innovative thinking, risk-taking, and a proactive method to decision-making, has the potential to significantly impact employee motivation and, consequently, organizational productivity. Entrepreneurs play a crucial role in determining the work environment and establishing the tone for employee motivation, yet there is not enough research on the most effective entrepreneurial approaches to enabling motivation and boosting productivity.

Understanding the entrepreneurial strategies that effectively motivate employees towards improved organizational productivity can provide valuable guidance for both aspiring and establish entrepreneurs as well as organizations seeking to optimize employee performance. This research can inform the development of evidence-based practices, interventions, and training programs that assist entrepreneurs in creating a motivated and productive workforce, leading to enhanced overall organizational performance, which so far very few studies have been conducted.

2.10 Conceptual framework

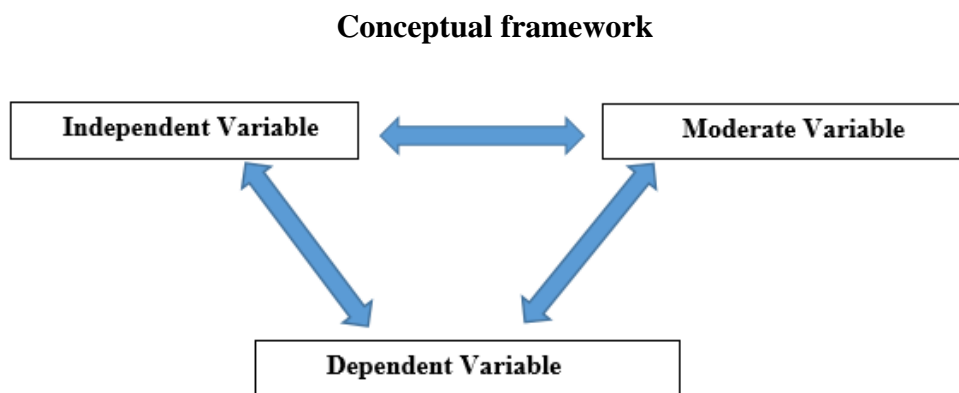


Figure-1 Types of variables

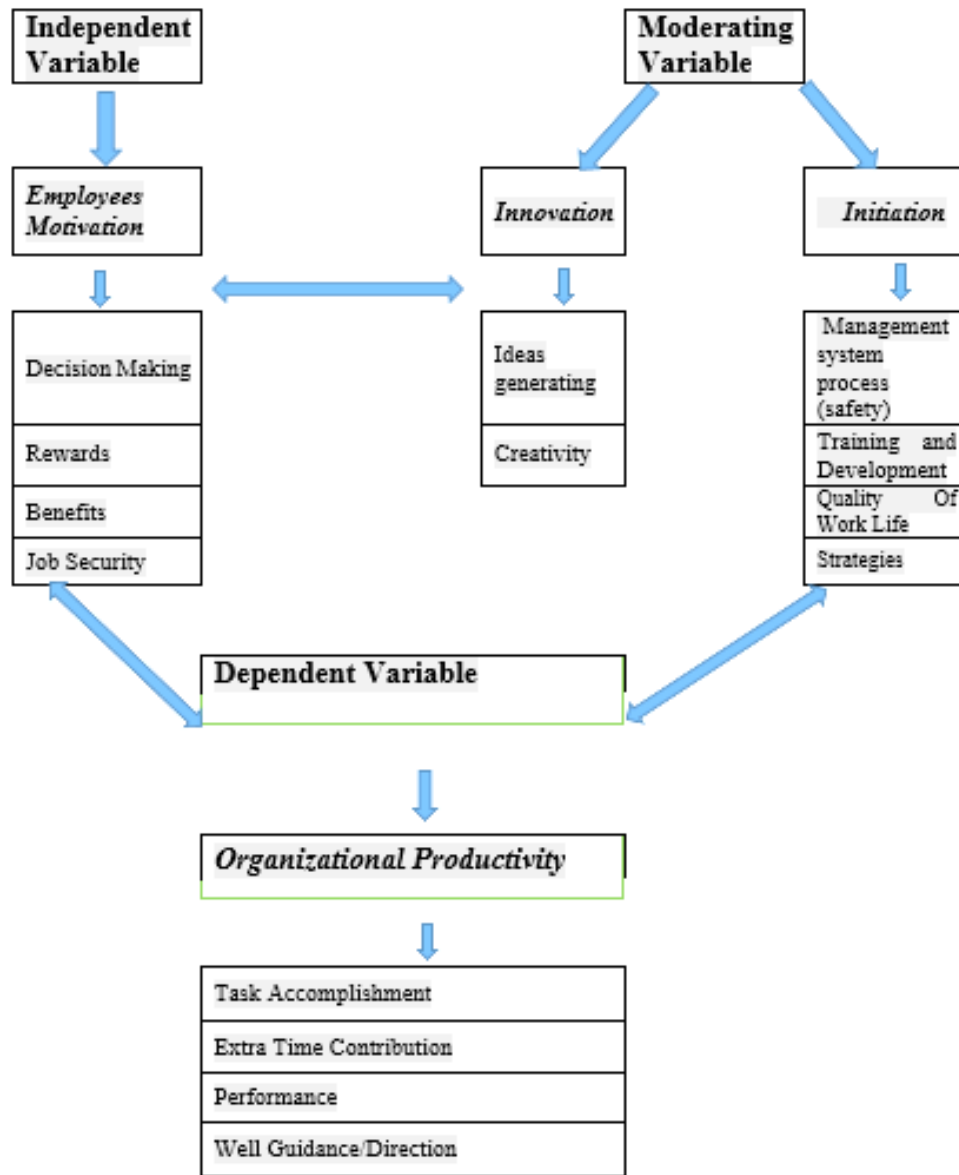


Figure 2 Conceptual framework

The figure above shows that there are three types of variables, independent, moderate and dependent variables. In independent variable, it consists employee’s motivation (Decision making, Rewards, Benefits and Job security). Innovation (Idea generating and Creativity) and initiation (Management System Process, Training and Development, Strategies and Quality of Work Life) are involved under moderating variable and under dependent variable, it entails organizational productivity (Task Accomplishment, Extra Time Contribution, Performance and Well Guidance). All these three main variables are inter-related with one another.

CHAPTER III

RESEARCH METHODOLOGY

In this research, quantitative technique is used to measure, evaluate and analyze the data collected to draw results through questionnaires. The particular steps or methods used to find, choose, process, and analyze information on a subject are known as research methodology. It is a methodical approach to problem solving. It is the science of comprehending the orderly conduct of research. Its goal is to provide the study work schedule.

3.1 Research Design

The plan utilized to examine the subject of interest, or the various methods research might be conducted to address the issue being posed, is referred to as the research design. The framework of a study's tactics and methods, selected with the help of a researcher, is called the research design. The design enables researchers to boost research techniques that are appropriate for the difficulty count number and successfully set up their research.

Quantitative method

The process of gathering and interpreting numerical data is known as quantitative research. Methods grounded in the positivist ideology that are used to study certain populations and samples are known as quantitative research methods (Sugiyono, 2017). A positivist ideology is a scientific philosophy that states positive information relies on actual events, qualities, and their relationships. Comparative study, which gathers and examines non-numerical data, is known as quantitative research (e.g., text, video, or audio). Greater knowledge and comprehension of the social world are the goals of quantitative research. To examine situations or events that have an impact on people, researchers utilize quantitative methodologies.

Quantitative research generates unbiased data that can be explained in detail using statistics and figures. Quantitative research, which tries to quantify the variance of a certain condition, problem, event, or phenomenon, is controlled, obstructive, objective, and product-oriented.

Creating and using mathematical models, theories, and/or hypotheses relevant to phenomena is the goal of quantitative research (Leedy, 1993). The quantitative research method uses numbers and anything that can be measured to investigate phenomena and their interactions in a methodical manner.

Quantitative research is the technique for evaluating quantitative conceptions by investigating the correlation between variables that in return may be evaluated so that numerical statistics can be examined via quantitative approach (Creswell, 2009). In it, the researcher uses statistics to analyze the data. Experimental designs and non-experimental designs are a few of types of quantitative research.

The quantitative methods also reveal a connection and a correlation between different variables which are under investigation. Because this study has a significant number of participants, a quantitative research study was chosen. As there is cross correlation between numerous variables, cross correlation analysis was chosen as the approach for this procedure which hence, make the data collection procedure the most efficient and effective.

3.2 Sources of Data

Data gathering is essential to statistical analysis. There are numerous methods for acquiring data for research, and they may all be divided into two groups: primary data and secondary data. There are two possible sources of data: internal sources and external sources. All of the data must be gathered through primary or secondary research in order to be analyzed.

Primary data

Primary data are the information gathered brand new for the first time by the researchers themselves by distributing questionnaires, conducting surveys and interviews.

Primary data are obtained by direct involvement of a researcher. Primary data served as the major source for this quantitative study's quantitative assessment, which was carried out using statistical tools. Primary data are expensive in terms of cost effectiveness as they require both

the money and human resources for data collection. The researcher is responsible for overseeing and managing the data collection process. Although time-consuming, original data are always exact to the demands of the researcher.

The area of studies for primary data collection was taken from various industries located within Lalitpur valley. Primary sources of information are gathered by distributing questionnaires to 102 participants of various industries inside Patan Udhyog Chhetra (Patan Industrial Estate) like Bira Furniture Pvt. Ltd., Wood Craving Pvt. Ltd., Biju Plastic Industry Pvt. Ltd., Purna Wood Craving Pvt. Ltd., Panchakanya Group and K.B Pet Industry Pvt. Ltd.

Secondary data

Secondary data refers to information gathered from external sources. Secondary data are those which have been collected by someone else and which have already been passed through the statistical process. Secondary data is information that has already been collected and documented by another researcher for a purpose other than the present study problem (Nachmias, 1992). Using existing information generated by government journals, annual reports, internet site, files, internal archives, etc.as part of organizational record keeping, secondary data can be extracted. In terms of cost effectiveness, secondary data are economical. Data collected from secondary source may or may not be specific to the researcher's needs. Although secondary data can be useful for analysis purpose, this study used only the primary data for analyses. This was because, SME enterprises in Nepal are rarely publishing their annual reports. Moreover, these secondary data at the time of data collection in the area of study were not included in this research.

3.3 Population and Sample

Entrepreneurs and employees from a variety of industries within Patan Industrial Estate were included in the study area coverage for this study. For this study 6 industries were selected within Patan industrial districts. Total number of employees in these 6 industries including the entrepreneurs were 129.

1. K.B. Pet Plastic Industry- 12 Employees

2. Biju Plastic Industry- 12 Employees
3. Panchakanya Profile Pvt. Ltd.- 40 Employees
4. Bira Furniture Pvt. Ltd.- 20 Employees
5. Wood Carving Industry- 17 Employees
6. Purna Wood Carving- 28 Employees

The population of study is the total number of employees from the mentioned industrial areas which is 129. For this study, 120 sets of questionnaires were distributed to the employees and entrepreneur within that population out of which 102 questionnaires were collected and remaining 18 questionnaires have been discarded. Hence, sample size of 102 participants was addressed for research purposes.

3.4 Data collection procedures

Questionnaire

The purpose of a questionnaire was to collect information from participant. Questionnaire is widely used tools in quantitative design because they provide a quick, effective, and affordable way to acquire a lot of data from huge sample sizes, and it has become a one of the common research approaches in quantitative techniques

To carry out this study, a questionnaire was developed. The questionnaire was developed at St. Xavier's College at Maitighar with my supervisor's guidance. During the questionnaire development stage rigorous discussions with my supervisor was maintained in connection to the purpose of this study, problems discussions, study objectives, research questions and so forth.

Based on the discussions and with the aim of collecting reliable data relevant to the study on entrepreneurial motivation influences employee as well as organizational productivity in Nepalese SME's, final sets of questionnaires were constructed. To measure organizational productivity through employee motivation, these sets of questionnaires were distributed to the organization's entrepreneurs and employees and later collected for analysis. Data for this study was acquired using a questionnaire to gather information on how employees' motivation has

impacted on employees and their productivity within organization by physically distributing the printed questionnaire to the employees and entrepreneur of SMEs inside Patan Udhyog Chhetra, Lalitpur. A set of questionnaires was categorized into four main areas Entrepreneurship initiation, Employees motivation, Organizational productivity and SME entrepreneur's innovation to validate the data in relation to the purpose of this study.

3.5 Data Analysis Technique

3.5.1 SPSS version 21

The version 21 of SPSS Statistics was used for this study to arrive at the quantitative analysis. Statistical Package for Social Sciences, or SPSS, is a well-known statistical analysis program that can carry out extremely complex data manipulation and analysis.

SPSS is a statistical analysis and research tool used by academics and scientists. This tool makes sure the researcher's methodology is flawless. SPSS can be installed on individual laptops and desktop computers, and students are free to use it at home. In many different industries, this program is frequently used to find solutions to a wide range of research and business challenges. Version 21 of SPSS Statistics provides better access to programming extensions, data management, and efficiency while still producing complex analyses.

For this study a cross correlation quantitative analysis was tested to find the entrepreneurial performance towards motivating employees for organizational productivity. Cross correlation between entrepreneurs' initiation, motivation, innovation and productivity were determined to seek the entrepreneurial performance in the organizations.

3.5.2 Correlation/cross correlation/Reliability test:

Correlation: A correlation coefficient is a statistical measure that analyses the connection between two different variables, x and y in which a value calculated between -1 and +1. When the correlation coefficient is close to +1 or greater than zero, there is a positive correlation between the two variables. If the value is relative to -1 or less than zero, there is a negative

association between the two variables. When the value is close to zero, then there is no relationship between the two factors x and y (Nickolas, 2021).

Cross Correlation Analysis: The approach of choice for analyzing one known component in a complicated, unidentified combination is cross-correlation. It is used to measure how different variables are co- another. Cross-correlation is used to test the relative movements of a set of time series data for independent, moderate, and dependent variables. The correlation coefficient calculates the strength of the relationship between two variables where a value is measured between -1 and +1. If 1 is the nearest cross-correlation value, the sets are considered as more identical (Hayes, 2021).

In its most basic method, it consists of independent variable (motivation, profitability, motives, creating values and innovation), dependent variable (productivity and entrepreneurship development) and moderate variables (entrepreneurship). The positive link between independent and moderate variable leads to increase in the value of employee's motivation and organizational profitability. If the connection between independent and moderate is the same, then the value of entrepreneurship and his motives towards organizational efficiency will remain constant. Whereas, if there is a negative correlation between independent and moderate variable, there will be low employees' motivation, productivity depletion, lack of new innovations and the value of entrepreneurship will decrease.

Reliability test: If research methodologies can consistently generate the same results by evaluating a variable multiple time it is called research reliability. The same activity must be carried out more than once in order to assess whether research methods are generating reliable outcomes. Reliability is very crucial because the result it generates is the initial process in determining the practicality of a trial. Good reliability is a requirement for the validity of a trial. Validity is the level to which what are supposed to calculate is actually calculated by the outcomes (Segal & Coolidge, 2018).

While conducting reliability test in research on organizational productivity and employee's motivation, if the outcome generates the same results over and over again, the measurement is thought to be reliable. But, if the reliability tests carried out for the variables is inconsistent, the test is not considered as reliable. Based on reliability test, it can determine the

organizational productivity and long-term goals. Therefore, reliability test was important to maintain in this study to find out the organization productive and profitable through entrepreneurship, employee's motivation and new product creations and innovations.

CHAPTER – IV

DATA PRESENTATION AND ANALYSIS

In this chapter, data are presented in tables that were derived from the correlation analysis through the SPSS analysis software. Cross correlation of the variables was analyzed to find the relationship between any of the variables that inter-connected with other variables. For determining the reliability of questionnaire and also to test whether questionnaire have able to measure employees' motivation in a beneficial way or not, reliability test have been conducted using reliability analysis from SPSS. Among five models of reliability i.e., Alpha (Cronbach), Split-half, Guttman, Parallel and Strict parallel, Alpha (Cronbach) model is used to get internal consistency based on the average inter-item correlation.

4.1 Cross correlation

Cross correlation between Entrepreneurship initiations, Employees motivation, Organizational productivity, SME entrepreneur's innovation:

Table 1:
Correlation coefficient between Initiation, motivation, productivity and innovation

		Average effect of initiation	Average effect of motivation	Average effect of productivity	Average effect of innovation
Average effect of initiation	Pearson Correlation	1	.557**	.435**	.605**
	Sig. (2-tailed)		.000	.000	.000
	N	102	102	102	102
Average effect of motivation	Pearson Correlation	.557**	1	.511**	.530**
	Sig. (2-tailed)	.000		.000	.000
	N	102	102	102	102
Average effect of productivity	Pearson Correlation	.435**	.511**	1	.642**
	Sig. (2-tailed)	.000	.000		.000
	N	102	102	102	102
Average effect of innovation	Pearson Correlation	.605**	.530**	.642**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	102	102	102	102

** Correlation is significant at the 0.01 level (2-tailed).

** Source: SPSS Version 21

From the above table, it is observed that the correlation between Motivation and Initiation is $r = 0.557$. This indicates that there is a positive correlation between these variables.

Similarly, the correlation between Initiation and Productivity is $r = 0.435$ which indicates that these two variables are positively correlated. This also means that increase in entrepreneur's initiation leads the organization towards productivity. Likewise, Initiation and Innovation are said to be positively correlated with each other as the correlation between these two variables is $r = 0.605$.

The above table shows that between the variables of Motivation and Productivity, the correlation is $r = 0.511$ which means higher the motivation, higher will be the productivity. Hence, they are positively correlated with each other. Also, the correlation between Motivation and Innovation is $r = 0.530$ which implies that motivation brings innovation and creativity in the organization. Lastly, the correlation between Productivity and Innovation is $r = 0.642$ which indicates that entrepreneur's innovation and creativity boost organizational productivity. Therefore, there is a positive correlation between these two variables. The above correlation table can also be presented individually as follows:

Table 2:
The Correlation between Productivity and Motivation

		Average effect of productivity	Average effect of motivation
Average effect of productivity	Pearson Correlation	1	.511**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of motivation	Pearson Correlation	.511**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

Table 3:

The Correlation between Productivity and Innovation

		Average effect of productivity	Average effect of innovation
Average effect of productivity	Pearson Correlation	1	.642**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of innovation	Pearson Correlation	.642**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

The correlation between Productivity and Innovation is $r=0.642$. It implies that if innovation of an entrepreneur increases, the productivity of an organization also increases simultaneously.

Table 4:

The Correlation between Productivity and Initiation

		Average effect of productivity	Average effect of initiation
Average effect of productivity	Pearson Correlation	1	.435**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of initiation	Pearson Correlation	.435**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

From the above table, it can be observed that there is $r=0.435$ correlation between Productivity and Initiation which is positively correlated. But, despite of being positively correlated, it is not considered as significantly correlated as it is below 0.8. Hence, it is just averagely correlated. It indicates that initiation entrepreneur has been putting into his company is not enough to enhance its productivity.

Table 5:
The Correlation between Motivation and Innovation

	Average effect of motivation	Average effect of innovation
Pearson Correlation	1	.530**
Average effect of motivation Sig. (2-tailed)		.000
N	102	102
Pearson Correlation	.530**	1
Average effect of innovation Sig. (2-tailed)	.000	
N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

The above table shows the correlation between Motivation and Innovation is $r=0.530$ which implies that motivation brings innovation and creativity in the organization. The highly motivated employees are willing to contribute their extra time and effort as well as willing to put their thoughts and ideas to perform their organizational tasks.

Table 6:
The Correlation between Motivation and Initiation

	Average effect of motivation	Average effect of initiation
Pearson Correlation	1	.557**
Average effect of motivation Sig. (2-tailed)		.000
N	102	102
Pearson Correlation	.557**	1
Average effect of initiation Sig. (2-tailed)	.000	
N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

The above table indicates the correlation between Motivation and Initiation is 0.557. Hence, there is a positive correlation between these variables. It shows that motivation and initiation have positive relationship with each other which means if motivation increases, initiation also increase as well.

Table 7:
The Correlation between Innovation and Initiation

		Average effect of innovation	Average effect of initiation
Average effect of innovation	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of initiation	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

The correlation between innovation and initiation is 0.605 which indicates that entrepreneur’s innovation and creativity boost initiation. Therefore, there is a positive correlation between these two variables.

Table 8:
The Correlation between Motivation and Initiation:

		Average effect of motivation	Average effect of initiation
Average effect of motivation	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of initiation	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed). ** Source: SPSS Version 21

The above table indicates the correlation between Motivation and Initiation is $r=0.557$. Hence, there is a positive correlation between these variables. It shows that motivation and initiation

have positive relationship with each other which means if motivation increases, initiation also increase as well.

Table 9:
The Correlation between Innovation and Initiation:

		Average effect of innovation	Average effect of initiation
Average effect of innovation	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	102	102
Average effect of initiation	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	102	102

** Correlation is significant at the 0.01 level (2-tailed).

** Source: SPSS Version 21

The correlation between innovation and initiation is $r=0.605$ which indicates that entrepreneur's innovation and creativity boost initiation. Therefore, there is a positive correlation between these two variables.

In conclusion, despite of all the variables being positively correlated with each other, they are just considered as averagely correlated which means they are not highly significant. To be highly significant, the outcome among the variables must be above $r = 0.8$. Since, all the variables are below $r = 0.8$, they are not significantly correlated. Moreover, from the above individual correlations' tables, it can be observed that correlation between productivity and initiation have a low value i.e., $r = 0.435$ whereas there is a high correlation between productivity and innovation i.e., $r = 0.642$ as compared to other variables.

The correlation between productivity and initiation is low. This means that entrepreneur have either failed to offer an attractive salary, benefits, job securities and have never provided any training and development programs according to the Training Need Assessment to their employees for their skill and knowledge enhancement or despite of all these initiative measures

taken by an entrepreneur, employees are reluctant to contribute their extra time and efforts after work hour and are not much serious towards their assigned task.

The correlation between productivity and innovation is high may be because entrepreneur have been constantly seeking for innovating new products and ideas for the betterment of his company as well as to meet both the organizational and individuals' goal.

The figure below shows the cross correlation between the main three variables individually.

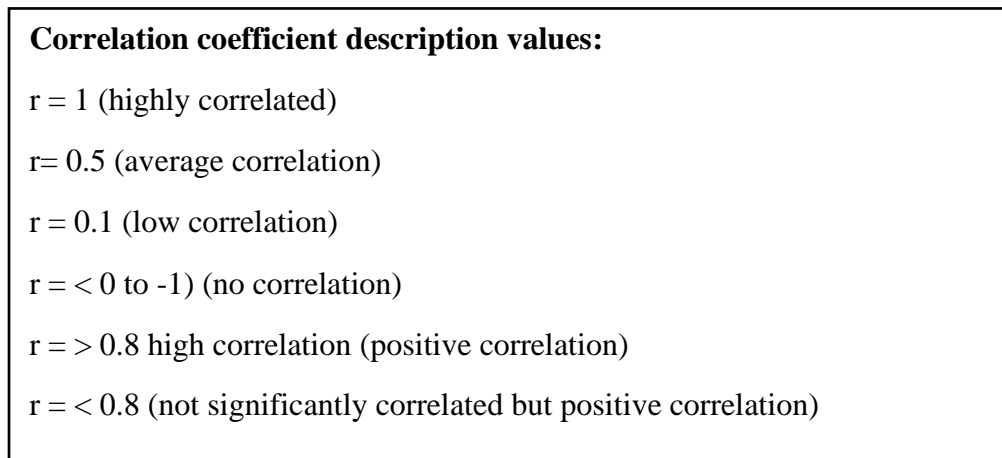


Figure 3: Correlation coefficient description values

Through the perspective of Initiation:

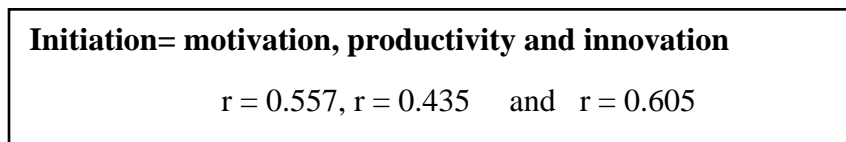


Figure 4: Correlation between initiation with motivation, productivity and innovation

Correlation of productivity have very low r value i.e., 0.435 and innovation have high correlation which is $r = 0.605$ as compared to motivation i.e., $r = 0.557$. This falls into average correlation.

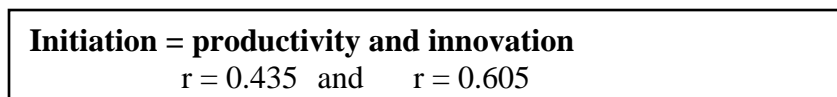


Figure 5: Correlation between initiation with productivity and innovation

The correlation between initiation with productivity and innovation, correlation (r) was found to be $r = 0.435$ and $r = 0.605$.

Productivity has low correlation i.e., $r = 0.435$ whereas innovation have $r = < 0.8$ not significantly correlated but positive correlation which is $r = 0.605$.

Initiation = productivity and motivation

$r = 0.435$ and $r = 0.557$

Figure 6: Correlation between initiation with productivity and motivation

The correlation of productivity and motivation is $r = 0.435$ and $r = 0.557$ respectively. Correlation of motivation $r = 0.5$ which is average correlation but positive correlated.

Initiation = productivity (r = 0.435)

Figure 7: Correlation between initiations with productivity

Correlation of productivity have r value 0.435.

Initiation = innovation (r = 0.605)

Figure 8: Correlation between initiations with innovation

Correlation of innovation have r value 0.605 where $r = < 0.8$ not significantly correlated but positive correlation.

Initiation = motivation (r = 0.557)

Figure 9: Correlation between initiations with motivation

Correlation of motivation have r value 0.557.

Through the perspective of Motivation:

Motivation = productivity and innovation

$r = 0.511$ and $r = 0.530$

Figure 10: Correlation between motivation with productivity and innovation

The correlation of productivity and innovation is $r = 0.511$ and $r = 0.530$ respectively. Since the correlation value of both variables are $r = 0.5$ which is average correlation but positive correlated.

Motivation = productivity
 $r = 0.511$

Figure 11: Correlation between motivations with productivity

Correlation of productivity have r value 0.511.

Motivation = innovation
 $r = 0.530$

Figure 12: Correlation between motivations with innovation

Correlation of innovation have r value 0.530.

Through the perspective of productivity:

Productivity = innovation
 $r = 0.642$

Figure 13: Correlation between productivity with innovation

Correlation of innovation have r value 0.642 where $r = < 0.8$ not significantly correlated but positive correlation.

Table 10:

Entrepreneurship initiation:

Characters	Responses (n=102) in Percentage				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Management system process (safety)	6.54	1.96	4.58	11.44	75.49
Training and Development	6.86	9.80	16.67	50.98	15.69
Quality Of Work Life	0.98	5.88	13.24	32.84	47.06
Strategies	12.75	0.98	8.82	23.53	53.92

** Source: SPSS Version 21

Under entrepreneurship initiation, the table shows that the percentage of respondents mostly responded on strongly agree i.e., 75.49% on management system process followed by 11.44% on agree, 4.58% responded on neutral, 1.96% responded disagree and 6.54% responded on strongly disagree.

Similarly, on training and development, majority of the respondents i.e., 50.98% have responded on agree, 15.69% on strongly agree, 16.67% on neutral, 9.80% responded on disagree and remaining 6.86% responded on strongly disagree.

Likewise, most of the respondents i.e., 47.06% have responded strongly agree on quality of work life, 32.84% on agree, 13.24% responded on neutral, 5.88% on disagree and 0.98% responded on strongly disagree. On strategies, 12.75%, 0.98%, 8.82%, 23.53% and 53.92% of respondents have responded on strongly disagree, disagree, neutral, agree and strongly agree respectively.

Table 11:

Employees' Motivation:

Characters	Responses (n=102) in Percentage				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Decision Making	42.16	20.59	10.78	20.59	5.88
Reward	13.73	10.29	24.02	38.24	13.73
Benefits	14.05	3.92	4.90	11.76	65.36
Job Securities	22.22	5.23	8.82	24.51	39.22

** Source: SPSS Version 21

Under employees' motivation, the above table shows that 42.16% of the respondents on decision making have strongly disagreed whereas just 5.88% respondents have responded as strongly agree and 20.59%, 10.78% and 20.59% of respondents have responded as disagree, neutral and agree respectively.

Similarly, on rewards, benefits and job securities related questions, 13.73%, 14.05% and 22.22% have responded as strongly disagree, 10.29%, 3.92% and 5.23% as disagree, 24.02%, 4.90% and 8.82% as neutral, 38.24%, 11.76% and 24.51% as agree and 13.73%, 65.36% and 39.22% as strongly agree respectively.

Table 12:

SME entrepreneur's innovation:

Characters	Responses (n=102) in Percentage				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Ideas generating	4.58	9.80	17.32	54.58	13.73
Creativity	8.17	7.52	19.28	17.65	47.39

** Source: SPSS Version 21

The table under SME entrepreneur's innovation shows respondents responded on strongly disagree is 4.58%, disagree 9.80%, neutral 17.32%, agree 54.58% and strongly agree 13.73% on ideas generating. Similarly, on creativity, 8.17% of respondents have responded strongly disagree, 7.52% have responded disagree, 19.28% have responded neutral, 17.65% have responded agree and 47.39% have responded strongly agree.

Table 13:
Organizational Productivity:

Characters	Responses (n=102) in Percentage				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Task Accomplishment	0.98	12.75	12.75	50.98	22.55
Extra Time Contribution	18.63	8.82	20.59	37.25	14.71
Performance	22.55	7.84	8.33	22.06	39.22
Well Guidance/Direction	11.27	5.64	7.60	22.55	52.94

** Source: SPSS Version 21

The table under organizational productivity shows on task accomplishment, respondents have responded on strongly disagree is 0.98%, disagree and neutral is 12.75% each, agree 50.98% and strongly agree 22.55%. On extra time contribution, respondents responded strongly disagree is 18.63%, disagree 8.82%, neutral 20.59%, agree 37.25% and strongly agree 14.71%.

Similarly, 39.22% of the majority have responded as strongly agree on performance followed by 22.06% as agree, 8.33% as neutral, 7.84% as disagree and remaining 22.55% have responded as strongly disagree. Likewise, most of the respondents i.e., 52.94% of respondents have responded strongly agree on well guidance/direction followed by 22.55% respondents responded on agree, 7.60% responded on neutral, 5.64% on disagree and 11.27% have responded on strongly disagree.

4.2 Major Findings of the study

Although the findings which shows the majority of participants claimed to have the entrepreneurship initiation which is 77% (see Table 10), the correlation coefficient with other organizational factors (motivation $r = 0.557$, innovation $r = 0.511$ and productivity $r = 0.642$)

(see Table 1) is averagely correlated (see Figure 3). This correlation between entrepreneurship initiation is calculated within the sub frames of initiation which are Management system process which are safety, Training and Development, Quality of Work Life and Strategies (see Figure 2).

Similarly, 66.67% of participants have responded as strongly agreed on employee's motivation (see Table 11). It is averagely correlated (see Figure 3) with other factors i.e., innovation $r = 0.511$ and productivity $r = 0.642$ and initiation $r = 0.557$ (see Table 1). This correlation between employees' motivation is calculated within the sub frames of motivation which are Decision Making, Reward, Benefits and Job Securities (see Figure 2). Correlation between motivation with initiation, productivity and innovation are not significantly correlated but positive correlation, this is due to the mismatch between decision making processes with other motivational factors.

Despite the majority of participants claimed to have 55.67% on innovation (see Table 12), it is averagely correlated (see Figure 3) with other variables i.e., motivation $r = 0.557$, initiation $r = 0.557$ and productivity $r = 0.642$ (see Table 1). However, it has positive correlation but are not significantly correlated with motivation, initiation and productivity, which might be due to the differences in the responses of the participants in creativity where 8.33% have responded on Strongly Disagree and 48.33% have responded on Strongly Agree (see Table 12). This correlation between SME entrepreneur's innovation is calculated within the sub frames of innovation which are Ideas generating and Creativity (see Figure 2).

The findings under Organizational Productivity shows the majority of participants claimed to have the productivity which is 54% (see Table 13). The correlation coefficient with other organizational factors (motivation $r = 0.557$, innovation $r = 0.511$ and initiation $r = 0.557$) (see Table 1) is averagely correlated (see Figure 3). Correlation between productivity with motivation, initiation and innovation have positive correlation but are not significantly correlated with each other. This correlation between organizational productivity is calculated within the sub frames of productivity which are Task Accomplishment, Extra Time Contribution, Performance and Well Guidance/Direction (see Figure 2).

4.2.1 Correlation between the independent, moderate and dependent variables a brief summarized finding

Correlation between initiation with productivity (r) = 0.435

Correlation between initiation with innovation (r) = 0.605

Correlation between initiation with motivation (r) = 0.557

Correlation between motivation with productivity (r) = 0.511

Correlation between motivation with innovation (r) = 0.530

Correlation between productivity with innovation (r) = 0.642

4.3 Reliability Test

Reliability of all the Variables (Entrepreneurship Initiation, Employees' Motivation, SME Entrepreneur's Innovation and Organizational Productivity):

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0

a. List wise deletion based on all variables in the procedure. ** Source: SPSS Version 21

Reliability test of all variables (Entrepreneurship Initiation, Employees' Motivation, SME Entrepreneur's Innovation and Organizational Productivity) was found to be 0.860 which is considered significantly reliable (shown in table below).

Reliability Statistics

Cronbach's Alpha	N of Items
.860	31

** Source: SPSS Version 21

Above reliability statistics table shows that from the questionnaire, the overall variables of Cronbach's Alpha are 0.860 which is good and the number of items is 31. If Cronbach's Alpha is 0.6-0.7, it indicates questionable reliability, if 0.7-0.8, that is good and indicates acceptable reliability, 0.8-0.9 indicates good reliability and above 0.9 is excellent reliability. It should be closer to 1.

Item Statistics

	Mean	Std. Deviation	N
ei1	3.961	.9536	102
ei2	4.127	.9918	102
ei3	4.206	.9475	102
ei4	4.176	.9483	102
ei5	3.588	1.0841	102
ei6	1.029	.1698	102
ei7	1.147	.3559	102
ei8	1.216	.4133	102
em1	2.765	1.2442	102
em2	3.686	1.1772	102
em3	2.275	1.3509	102
em4	3.794	.9784	102
em5	3.647	1.2637	102
em6	2.578	1.5053	102
em7	1.059	.2365	102
em8	1.275	.4485	102
em9	1.167	.3745	102
op1	3.814	1.0692	102
op2	3.206	1.3301	102
op3	3.814	.9620	102
op4	3.412	1.2052	102
op5	3.676	1.0451	102
op6	1.431	.4977	102
op7	1.176	.3831	102
op8	1.127	.3351	102
si1	3.863	.9753	102
si2	3.225	1.1337	102
si3	3.941	1.1064	102
si4	3.392	1.0260	102
si5	3.637	.9205	102
si6	1.127	.3351	102

** Source: SPSS Version 21

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ei1	82.578	149.870	.586	.851
ei2	82.412	150.383	.539	.852
ei3	82.333	150.403	.567	.851
ei4	82.363	152.530	.471	.854
ei5	82.951	146.067	.657	.848
ei6	85.510	164.173	.061	.861
ei7	85.392	167.053	-.295	.865
ei8	85.324	162.775	.144	.861
em1	83.775	152.454	.341	.858
em2	82.853	143.849	.681	.846
em3	84.265	151.563	.333	.859
em4	82.745	149.756	.574	.851
em5	82.892	152.315	.338	.858
em6	83.961	153.880	.223	.865
em7	85.480	166.668	-.369	.864
em8	85.265	164.989	-.063	.863
em9	85.373	169.345	-.515	.867
op1	82.725	143.924	.756	.845
op2	83.333	143.749	.594	.849
op3	82.725	149.449	.599	.850
op4	83.127	146.409	.569	.850
op5	82.863	147.367	.631	.849
op6	85.108	164.632	-.032	.863
op7	85.363	170.392	-.607	.868
op8	85.412	167.571	-.371	.865
si1	82.676	146.122	.738	.846
si2	83.314	150.633	.451	.854
si3	82.598	150.500	.469	.854
si4	83.147	148.503	.596	.850
si5	82.902	154.050	.419	.855
si6	85.412	165.750	-.161	.863

** Source: SPSS Version 21

Reliability of Entrepreneurship Initiation (ei):

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0

a. Listwise deletion based on all variables in the procedure.

** Source: SPSS Version 21

Reliability Statistics

Cronbach's Alpha	N of Items
.743	8

** Source: SPSS Version 21

Cronbach's Alpha of this variable i.e., Entrepreneurship Initiation is 0.743 which indicate acceptable internal consistency. However, it is considered as low since the value is below 0.8. The number of items is 8.

Reliability of Employees' Motivation (em)

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0

a. Listwise deletion based on all variables in the procedure.

** Source: SPSS Version 21

Reliability Statistics

Cronbach's Alpha	N of Items
.522	9

** Source: SPSS Version 21

Cronbach's Alpha of this variable is 0.522 which is very low and even below than 0.6. It has very low reliability. The result above shows that this variable has lack of correlation with other variables. This may be the reason due to the nominal scale question was used with the sample size from the low-income group.

Reliability of Organizational Productivity (op)

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0

a. Listwise deletion based on all variables in the procedure.

** Source: SPSS Version 21

Reliability Statistics

Cronbach's Alpha	N of Items
.713	8

** Source: SPSS Version 21

Cronbach's Alpha of Organizational Productivity is 0.713 which is minimally acceptable but not ideal. It should be above 0.8 to be detect as good. The number of items is 8.

Reliability of SME Entrepreneur's Innovation (si)

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0

a. Listwise deletion based on all variables in the procedure.

** Source: SPSS Version 21

Reliability Statistics

Cronbach's Alpha	N of Items
.692	6

** Source: SPSS Version 21

Cronbach's Alpha of this variable i.e., SME Entrepreneur's Innovation is 0.692 which indicate indicates questionable reliability. It has low reliability as the value is below 0.8. However, the value Cronbach's Alpha between 0.6 to 0.8 is deemed acceptable.

CHAPTER – V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The purpose of this chapter is to give a thorough overview of Summary, Discussion, Conclusion and Recommendation of the study in the summarized form. This research is carried out with the motive of finding out the factors motivating the employees towards organizational productivity in Nepalese SMEs. This chapter is organized in three sections:

5.1 Summary

Under an introduction part, entrepreneur and entrepreneurship are thoroughly introduced. A highly inspired entrepreneur with great innovation and creativity identifies the possible opportunities as well as utilize the scarce resources for achieving the desired objectives of the business. Enterprise and economic expansion are highly connected with entrepreneurship resulting in higher growth in the economy. Several problems, objectives, research questions, study significance and limitations have been figured out regarding the importance of motivating employees towards organizational productivity.

The main objective of this study is to observe employees' motivation on Small and Medium Enterprises productivity in Nepal which have been accomplished by identifying the techniques and monitoring the effects of motivation, and identifying the element that boosts employee's entrepreneurial motivation on the effectiveness of SMEs in Nepal.

The literature review helped the researcher to identify the different variables that can make an impact on employees' motivation towards SMEs productivity in Nepal. Innovation, Initiation, Motivation and Productivity were considered as the factors that influence employees' motivation towards organizational productivity.

The research methodology is presented in the third chapter which includes research design, sources of data collection, population and sample, data collection procedures and data analysis technique.

The factors examined in this study are age, gender, level of education, occupation and marital status. Based on literature reviews and purpose of study, the questionnaire was distributed to 102 participants where the majority of the respondents was male i.e., 59% with the highest number of the respondents belonged to age group 31 - 40 years.

Under data presentation and analysis chapter, cross correlation has been carried out between entrepreneurship initiation, employees' motivation, organizational productivity and entrepreneur's innovation to measure whether these variables are co-related with each other or not. The correlation between Motivation and Initiation is $r = 0.557$, Initiation and Productivity is $r = 0.435$, Initiation and Innovation is $r = 0.605$, Motivation and Productivity is $r = 0.511$, Motivation and Innovation is $r = 0.530$ and Productivity and Innovation is $r = 0.642$. All these variables are positively correlated with each other. However, they are not significantly correlated with one another because all the variables are below $r = 0.8$. Therefore, they are just considered as averagely correlated which means they are not highly significant. To be highly significant, the outcome among the variables must be above $r = 0.8$.

5.2 Conclusion

Although the studied variables with relation to initiation, motivation, productivity and innovation are positively correlated with each other and have the results presented derived from the SPSS analysis shows positive with all cross correlation, it is however, visible that all the cross correlation have the r value below 0.8. This can be interpreted that all even the positive cross correlation between these variables is not found to be significantly higher. Moreover, the cross correlation between the variables shows positive correlation but not significantly strong. The cross correlation between the three main variables, (independent, moderate and dependent) are not significantly correlated strongly.

The results represented from the SPSS cross correlation r value are below 0.8, which indicates that the organizations are continuing their business but may not be significantly moving towards the progressive growth. The organizations are not performing as expected. However,

for so many years, organizations are only sustaining their businesses. Businesses might be in profit but the actual productivity is below average due to ineffective management systems.

Therefore, an entrepreneur should focus on an effective management system, leadership as well as other managerial styles such as employee's retention and turnover. Leaders at all levels should try to motivate their teams, build a good rapport with them and create a healthy working environment so that the assigned task could be carried out more effectively and timely. Regular feedbacks, recognition and trust-based relationships with staff must be practiced to prevent employees from leaving their jobs.

5.3 Recommendation

Managers enhancing staff productivity may not constantly need to grant high salaries, offer expensive presents, or make new incentive commitments. But there are more feasible and efficient ways for improving workforce productivity. Employee engagement is the key initial step. Employee engagement boosts attendance, length of stay, and productivity in general.

Employee productivity will improve if they are given the opportunity to set and pursue realistic objectives. Setting targets helps employees become more motivated by themselves and self-assured in their potential to achieve their goals. Establishing realistic objectives for company as well as staff members can boost productivity and improve performance. Additionally, it might inspire staff members to work together as a unit. Workers should be frequently updated by business leaders on their objectives and outcomes, and they should reciprocate by rewarding good work.

Training is a crucial component for preparing the employees to carry out their task in an organization. It is vital for workers at a work environment to become comfortable with the tools and office equipment. Training and development programs should be conducted according to Training Need Assessment to enhance employee's skills, knowledge and creativity. Managers should constantly seek to encourage their workers for learning and career opportunities within the organization.

Employee retention is crucial for building a strong team in the office premises. The capacity of a business to accomplish its objective may be hampered by high personnel turnover rates due to the loss of organizational expertise, and the costly process of hiring new employees and providing them with training. Additionally, losing employees may decrease productivity and encourage other individuals to quit the company. Therefore, the focus of entrepreneur should also be on employee retention by retaining talented and productive workers and minimizing turnover by displaying appreciation to workers, providing high salaries and benefits and promoting a healthy work-life balance.

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Questionnaire

I am Niki Shrestha, a student of St. Xavier's College studying Master's Degree (Masters in Business Studies, MBS). As part of my studies, I am conducting these questionnaires to collect the data related to my Masters Dissertation Titled "Entrepreneurs initiating for motivating employees towards productivity in Nepalese Small Medium Enterprises" for the fulfillment of my Master's degree. The research questionnaires are conducted for the collection of data to seek answers to the research questions for my dissertation study. The questionnaire are prepared and examined by the help of my supervisor. The primary data is maintained confidential by me and my supervisor only my supervisors and I had access to the collected data and it was solely used for academic purpose only. So, I humbly request you to fill the questionnaire. If you require further inquiry on this, you may contact me at my email or my supervisor personally.

Student's Name: Niki Shrestha

Email: yenistha@hotmail.com

Supervisor's Name: Dr. Mani Man Singh Rajbhandari

Email :

manirajbhandari@sxc.edu.np

St. Xavier's college, Maitighar , Kathmandu, Nepal

Name : Age:.....

Gender:

Occupation:.....

Marital Status:

Please circle on the following questions:

The numbers indication: 1 being the lowest and 5 being the highest

Academic level: [] none [] Primary [] Secondary [] Higher Secondary (+2) [] Bachelor [] master level

Entrepreneurship initiation:

1. Does entrepreneur offer attractive salaries to the entire workforce involved in various organizational tasks?

1	2	3	4	5
---	---	---	---	---

2. Is entrepreneur behavioral towards employees' work satisfactory?

1	2	3	4	5
---	---	---	---	---

3. Have entrepreneur provided job security to his employees?

1	2	3	4	5
---	---	---	---	---

4. Does entrepreneur offer the facility of quality of working environment to his employees (like fresh air, moderate temperature, better furniture, etc.)?

1	2	3	4	5
---	---	---	---	---

5. How often does entrepreneur provide training and development program to their employees to enhance their skill and knowledge?

1	2	3	4	5
---	---	---	---	---

6. Are employees permitted to use organizational equipment to carry out their regular task?

YES	NO
-----	----

7. Does your employer take any safety measures to protect workers who are affected by the work activities?

YES	NO
-----	----

8. Do your company allow paid leaves to the employees?

YES	NO
-----	----

Employees motivation:

1. Is there any reward system to its employees for doing extra task beyond their job description?

1	2	3	4	5
---	---	---	---	---

2. Are employees getting the opportunity to grow in the company? (Better job position, promotion, offer to attend courses and seminars to learn new skills)

1	2	3	4	5
---	---	---	---	---

3. Does manager involve their employees in important decision making regarding the company?

1	2	3	4	5
---	---	---	---	---

4. Do employees receive any feedback from their manager upon accomplishment of the given task?

1	2	3	4	5
---	---	---	---	---

5. Does company provide medical and retirement benefits to its permanent workers?

1	2	3	4	5
---	---	---	---	---

6. Have Entrepreneur been taking relative measures to reduce employees' turnover rate?

1	2	3	4	5
---	---	---	---	---

7. Is your manager respectful and supportive towards his employees?

YES	NO
-----	----

8. Do your company provide refreshment allowance to boost workers' energy level ?

YES	NO
-----	----

9. Are employee's efforts being recognized and appreciated?

YES	NO
-----	----

Organizational productivity:

1. Are employees well guided and supervised by their managers for accomplishing the task?

1	2	3	4	5
---	---	---	---	---

2. Are employees willing to contribute their extra time after office hour?

1	2	3	4	5
---	---	---	---	---

3. Does Entrepreneur delegate specific task to his/her workforce based on their skill, ability, knowledge and experience?

1	2	3	4	5
---	---	---	---	---

4. Does company have better organizational structure that enables innovation, change and employee learning?

1	2	3	4	5
---	---	---	---	---

5. Have organization been focusing on improving employee performance?

1	2	3	4	5
---	---	---	---	---

6. Does your boss micromanage every task that you do?

YES	NO
-----	----

7. Do your employer have good quality of leadership and internal motivation?

YES	NO
-----	----

8. Is there good internal communication and coordination among sub-units and manager?

YES	NO
-----	----

SME entrepreneur's innovation:

1. Does entrepreneur make effort on innovating new products for the betterment of his company?

1	2	3	4	5
---	---	---	---	---

2. Does entrepreneur's new ideas and innovations meet employees' personal goal?

1	2	3	4	5
---	---	---	---	---

3. Does entrepreneur use ecommerce to advertise and sell company's product?

1	2	3	4	5
---	---	---	---	---

4. How often entrepreneur sets new plans and strategies to sustain his business?

1	2	3	4	5
---	---	---	---	---

5. Have entrepreneur's new ideas meet the requirement of employee's job satisfaction?

1	2	3	4	5
---	---	---	---	---

6. Is your manager willing to take risk and convert his ideas into a business opportunity?

YES	NO
-----	----

Entrepreneurs initiating for motivating employe...

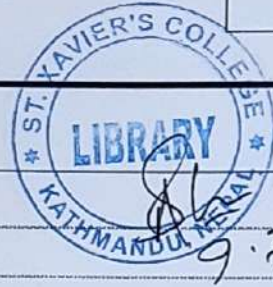
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Date: 09.07.2023

Plagiarism Test Report

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Name of Student: Niki Suresh

Department: Management

TU: Regd No: 7-2-421-28-2011

Level: MBS.

Student's Roll No: 015MBS031

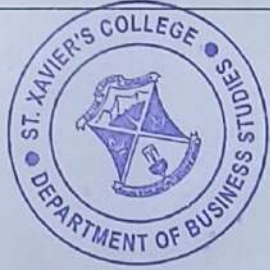
Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani, M.S. Rajkhandari

Thesis Topic/Title: Entrepreneurial intention for MSMEs by employees towards productivity in Nepal's South Western

Meeting with supervisor (date)	Remarks	Students signature
July 6 th , 2022	First Meet - Initial-General	[Signature]
July 7 th , 2022	Initial Discussion topic selection	[Signature]
8/7/2022	Topic Discussion and selection	[Signature]
5/8/2022	Rework on plagiarism work	[Signature]
4/11/20	redo - the whole 18 pages introductory sections	[Signature]
4/11/2022	Introduction/Literature review	[Signature]
11/11/2022	Plagiarism editing intro/Lit. Review chapters to leave them to starting methodology	[Signature]
18/11/2022	Introduction & literature Plagiarism edited - by. Proceeding further with starting methodology sections	[Signature]
2 nd Dec 2022	Rework on Methodology and questionnaire construction	[Signature]

[Signature]



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11

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Thesis/Report Supervision Record

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Department: Management

TU: Regd No: 7-2-421-28-2011

Level: MBS

Student's Roll No: 015MBS031

Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: Entrepreneurial ^{activity for} motivating employees towards productivity in Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
16/12/2022	Rework on Methodology Questionnaire Draft prepared	
26/12/2022	Worked on Methodology rework required.	
27/12/2022	Rework on Methodology and Questionnaire - (Paraphrasing)	
29/12/2022	Citations - Rework methodology paraphrasing - prepare Questionnaire for Pilot test	
02/01/2023	Reconstructing Methodology Questionnaire preparation for Pilot test to test reliability of the questionnaire.	
02/01/2023	Rework on Citations/References.	



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Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: Entrepreneurial ^{interest for} motivating employees towards productivity in Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
02/01/2023	Questionnaire distributed for Pilot Test	✓
03/01/2023	Questionnaire Finalised Pilot test Questionnaire collected. from 10 samples to test the Questionnaire reliability.	✓
7/2/2023	Data Input in Excel for further processing to SPSS Analysis	✓
8/02/2023	Revising Methodology - Data Analysis procedure - SPSS download - Data processing - Conceptual Framework.	✓
24/02/2023	Analysis process SPSS	✓
1st/03/2023	- Processing Data Analysis in SPSS	✓
7/03/2023	- Processing Data Interpretation.	✓

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Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: ^{with the} Entrepreneurial ^{for} motivating employees towards productivity in Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
8/03/2023	SPSS-Results interpretation and Additional Analysis task.	
02/04/2023	working on chapter 4 - Results and analysis - towards summary 1st chapter with Analysis.	
3/04/2023	Working on Chapter 4 towards Completion. (Summary) proceeding towards writing chapter 5 Summary & Conclusion.	
16/04/2023	working on Chapter 5 - Summary Conclusion & Recommendation.	
30/04/2023	working on References & Formality of main manuscript.	



10/July/2023

V



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Name of Student: Niki Shrestha

Department: Management

TU: Regd No: 7-2-421-28-2011

Level: MBS

Student's Roll No: 015MBS031

Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: ^{in body for} Entrepreneurial motivating employees towards productivity in Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
2 nd day 2023	Work on reference details	
19/05/2023	Reviewing - plain manuscript working on minor corrections Reviewing thesis for submission 1 st Draft	<i>[Signature]</i>
21/05/2023	Working Review - on Reviewing - the manuscript - for submission	<i>[Signature]</i>
23/05/2023	Reviewing on Reviewing manuscript - for final draft submission	<i>[Signature]</i>

Approved by Head of Department *[Signature]*



Date: 10 July 2023
Place: St. Xavier's College,
Maitighar,
Department of Management



VI

Research Office Of Management and Social Sciences (ROOMS)

Thesis Supervision Record

Name of Student: Niki Shrestha

Department: Management

TU: Regd No: 7-2-421-28-2011

Level: MBS

Student's Roll No: 015MBS031

Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: ^{researching for} Entrepreneurial motivating employees towards productivity in Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
24/05/2023	Review on Analysis Section Table - formation reviewed.	y
9/06/2023	Pre viva at department. Comments reviewed with suggestion reworking where necessary.	y
22/06/2023	Final draft with readability test incorporated within the document.	y
22/06/2023 -	Presentation - PPT prepared for pre viva.	y
4/7/2023	VIAV - Defended	y

Approved by Head of Department



Date: 10/July/2023
Place: St. Xavier's College,
Maitighar,
Department of Management



VII

Research Office Of Management and Social Sciences (ROOMS)

Thesis Supervision Record

Name of Student: Niki Shrestha

Department: Management

TU: Regd No: 7-2-421-28-2011

Level: MBS

Student's Roll No: 015MBS031

Project/Programme: Master's Dissertation

Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: Entrepreneurial ^{with a lot of} motivating employees towards productivity in
Nepalese Small Medium Enterprises

Meeting with supervisor (date)	Remarks	Students signature
9/7/2023	Remarks on Examiners Comments - Formatting - Add title page - Add major body headings	
10/7/2023	Process for Plagiarism Test @ SXC library - TU software.	
10/07/2023	Final draft Submitted to department.	

Approved by Head of Department



Date: 10/July/2023
Place: St. Xavier's College,
Maitighar,
Department of Management



VIII

Research Office Of Management and Social Sciences (ROOMS)

Thesis Supervision Record

Name of Student: Niki Shrestha

Department: Management

Level: MBS

Project/Programme: Master's Dissertation


Name of Supervisor: Dr. Mani M. S. Rajbhandari

Thesis Topic/Title: Entrepreneurs initiating for motivating employees towards productivity in Nepalese Small Medium Enterprises

TU: Regd No: 7-2-421-28-2011

Student's Roll No: 015MBS031

Meeting with supervisor (date)	Remarks	Students signature
10/7/2023	All main files collected and computer for final submission for grade	yj
10/7/2023	All required document signed for final submission	yj
11/7/2023	Submitted final manuscript to department - fulfillment of Masters Dissertation	


Approved by Head of Department



Date: 19/July/2023
Place: St. Xavier's College,
Maitighar,
Department of Management