



The Characteristics of Tribal Entrepreneurs in Manipur That Contribute to Their Success as Business Owners

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Abstract – This study aims to investigate the entrepreneurial traits among tribal entrepreneurs in Manipur, India, to understand why individuals with entrepreneurial traits are pivotal in entrepreneurial activities. Entrepreneurship in the tribal context has ample opportunities for capital formation, economic growth, and sustainable development. However, the intervention of enterprise development institutions in the tribal context in India is less due to a lack of awareness among beneficiaries and technical dearth of these institutions. The study will focus on businesses operated by tribal groups throughout the state and identify the different entrepreneurial characteristics of tribal business owners. Entrepreneurs are driven individuals who take on the majority of the risks and reap the majority of the gains. They are also proprietary and managers who stand between the worker and the customer. Entrepreneurs must find product/market fit, enough clients, funding, excellent personnel, and distribution methods to create a profitable business. The Indian government's embrace of entrepreneurship aligns with the country's economic needs and desires, focusing on self-sufficiency and fostering public interest in entrepreneurship. The Entrepreneurship Development Program (EDP) provides structured training for individuals to become entrepreneurs. The research questions include understanding the characteristics of entrepreneurs, investigating the driving forces behind them, assessing their risk-taking potential, and recommending actions for entrepreneurship and developing an entrepreneurial attitude among youths. The findings of the research activity can help policy planners to enhance the economics of Tribal entrepreneurs in Manipur, India.

Keywords - entrepreneurial, sustainable, risks, gain, youths

I. INTRODUCTION

Entrepreneurship is a crucial sector in a globalized economy, offering opportunities for economic, cultural, and social prosperity, particularly in diverse nations like India. The North-Eastern States, including Manipur, possess significant potential for promoting entrepreneurship, driven by rich natural resources and cultural heritage. However, tribal entrepreneurship in Manipur remains underdeveloped, hindering state growth. This gap has prompted research into the entrepreneurial traits among tribal entrepreneurs in the region, seeking to understand the lack of entrepreneurial activities despite evident potential.

In today's diverse economic landscape, entrepreneurs play a vital role in driving societal development. Although the sole purpose may be profit-making, in the broader context, it has played a significant role in shaping and driving development and contributing to a society's self-sufficiency. By creating varied opportunities in terms of employment opportunities, enhancing morale, social acceptance, saving, decision making, standard of living, and empowerment of women, there are many domains the entrepreneurs have penetrated and established themselves as a lifeline for many across the world. The development of these diverse self-sustaining possibilities has also long been a goal of India's democratic government. Understanding that an entrepreneur (French: [ɑ̃trɛpɹɛnoœʁ]) is a person or anyone who starts and or invests in one or more firms, taking on most of the risks and reaping the majority of the gains. The term "entrepreneurship" refers to the process of starting a firm.

Most people view entrepreneurs as innovators who come up with new products, services, business models, and/or processes (Entrepreneurship). One very significant attribute of the entrepreneurial process is to bring solutions and to solve problems faced by mankind, which may be for a personal solution or for a social solution, and it may range from one point to another.

Entrepreneurship has a significant role in the development of a society; this could be traced back to the time of the Industrial Revolution. All throughout the world, the Industrial Revolution changed economies and society. At this period, entrepreneurs were crucial in fostering innovation and developing new sectors of the economy. They helped create everything from textile mills to steam engines, which paved the way for contemporary capitalism and business (White, 2025).

Entrepreneurial attributes significantly impact the success of entrepreneurs across various sectors, driving their ability to thrive in competitive markets. Key traits such as curiosity, flexibility, self-awareness, risk tolerance, and perseverance contribute to the success stories of renowned figures like Bill Gates and Warren Buffett. In the context of India's tribal populations, particularly in Manipur, entrepreneurship has the potential to drive socio-economic development amidst cultural diversity. Developments in infrastructure and ICT have facilitated a rise in entrepreneurial activities within these communities, enabling enhanced livelihoods and social acceptance. The study emphasizes the importance of understanding these traits for aspiring entrepreneurs, particularly in the diverse district landscapes of Manipur. Overall, the evolving



entrepreneurial landscape in tribal areas is shaping new opportunities for growth and development.

The study is based in Manipur, which is situated in the north-east of India. It is populated by numerous communities, and it is recognised as having both valley-based and hill-based communities. It is focused among the tribal communities in Manipur, especially the district inhabited by the tribal communities, i.e., the Ukhrul District, Senapati District, Temenglong District, Churachandpur, and the Chandel District of Manipur state, India.

Till 8th December 2016, there were nine districts in Manipur, namely Bishnupur, Chandel, Churachandpur, Imphal-East, Imphal-West, Senapati, Tamenglong, Thoubal, and Ukhrul. On 9th December 2017, the state government created seven more new districts, namely Kangpokpi, Tengnoupal, Pherzawl, Noney, Kamjong, Jiribam, Kakching, which brings up to the total number of sixteen districts.

Objective of the Study

The study's specific goal is to understand how entrepreneurial traits function within the Tribal and how performance is impacted by entrepreneurial trait behaviour.

The specific goals of the research are as follows:

- To examine the demographic profile of the tribal entrepreneurs under study.
- To examine the relationship between the various traits of entrepreneurship and firm performance.
- To suggest measures for enhancing entrepreneurship among the tribals in Manipur.

II. LITERATURE REVIEW

An entrepreneur is a person who builds a company around an idea known as an entrepreneur. They oversee the company and take up the risk necessary for its prosperity. Personal risk taken in pursuit of a new venture, invention, or other type of enterprise is what defines an entrepreneur (Duermyer, 2024). This person bears full responsibility for the venture's risks and benefits. In order to achieve high returns with a high degree of unpredictability, entrepreneurs must invest time and money in raw materials, production sites, qualified staff, marketing, sales, and distribution. This distinguishes entrepreneurship from selling pre-existing goods or services, working for a startup, or inheriting or managing an established company (Seth, 2025).

Productivity is increased by entrepreneurship, which also boosts competition among already-existing enterprises and drives out less productive ones. Innovation is sparked by entrepreneurship. Jobs are created through entrepreneurship; the economy's net employment creation

is driven by new and young companies rather than small ones (Why is Entrepreneurship Important?).

Entrepreneurs have a number of essential characteristics that help them succeed, including a strong work ethic, autonomous, innovative thinking unaffected by outside uncertainties, and a positive attitude on possible results. They exhibit the self-assurance to overcome self-doubt, the ingenuity to solve challenges in spite of scarce resources, and the perseverance to endure setbacks and adversities. Their efforts are directed by a clear vision, which keeps them focused on outcomes while enabling them to be proactive and action-oriented in overcoming obstacles (Duermyer, Randy, 2024). Small enterprise entrepreneurship is starting independent firm with one's own money, depending only on profitability to succeed, and taking out loans just to keep the business running. Innovative concepts intended for broad expansion, frequently requiring substantial funding, are the hallmark of scalable startup entrepreneurship. Under the direction of internal leaders, large company entrepreneurship establishes new divisions within existing companies. (Hayes, 2024).

Peter Drucker defines entrepreneurship as "systematic innovation," involving organized searches for changes and the analysis of opportunities, potentially leading to social and economic innovation. A.H. Cole considers it the deliberate action of individuals or groups to create profit-oriented businesses. According to Bernard Belidor, it includes buying labour and materials at variable prices to sell products at fixed prices. Entrepreneurship is described as creating or seizing opportunities regardless of current resources, as noted in Harvard research. Robert K. Lamb refers to it as social decision-making by economic innovators, while A. Joseph Schumpeter highlights innovation through new products, processes, markets, and organizational structures. B. Higgins discusses the various functions of entrepreneurship, including seeking investment opportunities and organizing production. Overall, entrepreneurship is characterized by traits like innovation, creativity, and risk-taking, and is often viewed as synonymous with starting new firms. It plays a vital role in enhancing national well-being, economic growth, social mobility, job creation, and improving quality of life.

A study of 2,100 small businesses revealed an inverted U-shaped relationship between risk tolerance and profitability, with moderately risk-tolerant entrepreneurs more likely to survive, and high risk-low profit disappearing among older businesses (Koch & Menkhoff, 2024). Risk perception and tolerance are two of the many elements that affect investment decision-making. Perception determines the degree of danger, whereas risk is the uncertainty of results. The readiness to accept the risks involved in investing is known as risk tolerance. Using inferential statistical analysis, this study investigates the connection between investment behaviour, risk



perception, and risk tolerance (Ramu, Hymavathi, & SaiManideep, 2021).

According to research on entrepreneurial leadership in the defence sector, creative work practices and efficient knowledge management are two ways that entrepreneurship-oriented leadership improves customer experience (Kurniawan, Hasan, Hurriyati, & Sultan, 2024). According to the study, internal locus of control has an indirect impact on entrepreneurial success in Malaysian small enterprises, suggesting that beliefs influence entrepreneurs' paths and enhance company performance. (Hamzah, Muhammad Iskandar; Othman, Kadir Abdul, 2023)

Alternatively, the Entrepreneurship and Skill Development Programme (ESDP) Scheme is an ongoing Central Sector initiative. Motivating young people (both men and women) from various societal groups, such as SC/ST women, physically disabled people, ex-servicemen, and BPL people, to think about self-employment or entrepreneurship as a career alternative is the program's goal. The ultimate goals are to encourage new businesses, increase the capacity of already-existing MSMEs, and foster an entrepreneurial culture throughout the nation (Minsitry of small and medium Entreprises).

An organization's entrepreneurial performance is crucial in determining its success or failure. However, unidimensional indicators like as size, liquidity, growth, profit, and efficiency are used in most studies. It is recommended to use multidimensional measures for accuracy and sufficiency. The majority of studies use primary data, which only addresses subjectivity. To preserve neutrality, entrepreneurship researchers should use multidimensional metrics to assess entrepreneurial performance (Subedi, 2021). In order to enhance the prospect of the entrepreneurial aspect, it identifies that five key traits for successful food processing entrepreneurs in Assam i.e., innovation, futuristic mindset, risk-taking ability, adaptability, and commitment (Singh & Rahman, 2013).

Below are risks associated with entrepreneurial development, and how Entrepreneurs should be prepared and knowledgeable to take on risks. Risks should be assessed objectively to determine the level of risk involved (Ramotowski, 2025). Entrepreneurs face various risks, including financial risk, market risk, operational risk, reputational risk, and danger to the business. On the other hand, Risk tolerance is an entrepreneur's willingness to accept and manage risks associated with starting and running a business. It is the threshold beyond which entrepreneurs are comfortable taking calculated risks, and that influences their decision-making processes. Factors contributing to an entrepreneur's risk tolerance include personality, experience, financial situation, and industry. Education, mentoring, and hands-on experience are essential for entrepreneurs, affecting their performance

through successes and failures. Important factors include decision-making, creativity, entrepreneurial traits, learning orientation, and market conditions, alongside personal elements like leadership style. Success is measured through both financial and non-financial metrics, with individual attributes such as personality, experience, and culture significantly influencing advancement. A blend of entrepreneurial experience, managerial skills, and education, especially when combined with growth motivation, enhances the likelihood of success (Srimulyani, Hermanto, Rustiyaningsih, & Waloyo, 2023)

Entrepreneurial determination skills, including handling pressure and leadership qualities, significantly impact learning in private colleges. Recognizing opportunities and tolerant risk-takers improve learning and industry know-how, requiring adaptation in public and private sector initiatives has an immense domain of role in the pursue of entrepreneurship (Sambu & Kihara, 2015). Regardless of gender or age, it is shown shows that entrepreneurs generally disagree with managing financial risks in their businesses. Nevertheless, they agree that at times of crisis, financial risks become more significant. The results can guide future studies on risk management in the Czech Republic as well as regional educational policy (Kozubíková, Dvorský, Cepel, & Balcerzak, 2017).

A study on entrepreneurial awareness underscores the significance of understanding entrepreneurship, promoting education, and creating supportive environments for startups, especially in developing countries. This awareness boosts confidence and economic development by equipping individuals with essential skills and opportunities (team, 2023). Above all, a successful entrepreneur is aware of their strengths and weaknesses. Instead of letting shortcomings restrict them, they build well-rounded teams that play to their strengths(10 Characteristics of Successful Entrepreneurs).

Entrepreneurship knowledge promotes innovation, job creation, and economic growth. It encourages creativity, problem-solving, and collaboration. Education in entrepreneurship is crucial for nurturing future innovators. Establishing entrepreneurship clubs, competitions, incubators, accelerators, and networking events fosters community and creative thinking. Governments and policymakers play a vital role in supporting entrepreneurship education and skill development through partnerships with financial institutions, funding programs, and industry connections (team, AContentfy, 2023) inspiring and Empowering the Future. It emphasizes how important it is to encourage and enable people to think creatively and create their businesses.

Female entrepreneurs are dynamic leaders with diverse traits, whose full potential for innovation and economic empowerment can be harnessed through an inclusive ecosystem (Kamei, 2017). Entrepreneurial skills significantly influence the relationship between affect and



firm performance, suggesting that individuals with high affect and low anxiety are more likely to succeed as entrepreneurs. (Johnen, 2017)

Governments can enhance public understanding of entrepreneurship through initiatives involving educational networks, media engagement, and support programs. Key strategies include implementing non-punitive exit-route laws and financial aid for struggling businesses, which promote an entrepreneurial culture. The growing interest in entrepreneurial education highlights its importance in developing positive attitudes and communities, with insights from successful entrepreneurs potentially fostering sustainable development in higher education. (Creating entrepreneurship awareness).

Healthcare leaders must adapt to globalization and technological advancements with innovative strategies, agile processes, effective leadership, holistic change systems, entrepreneurial climate, and dedicated workforce for economic growth and patient outcomes (D'Souza, 2023). The study pictures that entrepreneurial orientation directly impacts firm performance, and the differences between bumiputera and Western entrepreneurship models in Malaysia are due to the Malays' communitarian society and class divisions. It suggests promoting culturally inclined ideologies and measuring success indicators is crucial (Zainol, Dr. Fakhrol Anwar; Ayadurai, Dr. Selvamalar, 2011).

It explores the relationship between company performance, strategic orientation, and personality attributes in Malaysian food production. It implies that the relationship between resource endowments and business performance is mediated by strategic choices. The study highlights the value of human capital in SMEs and the necessity of comprehensive strategies (Bahari, Saufi, Zainol, A. , & Yaziz, 2023). The relationship between the success of MSMEs and the traits of entrepreneurs in Chad, a post-conflict nation that has been an oil producer since 2003. It pictures that there is heft in a relationship between job creation and manager experience, the level of competition, and credit availability (MALLAYE, Thierry, & KoukékéBlandine). Proactivity and inventiveness are important entrepreneurial attributes that impact the performance of SMEs in North Central Nigeria, according to the study, indicating the need for best practices to improve their performance (AYODELE, CHURCHILL (Ph.D), GATA, & GABRIEL, 2024).

Keeping in mind the prospects of the entrepreneurial journey involved, the study (Mibey, Ngugi, & Juma, 2023) reveals that 72% of enterprise growth variation is due to internal locus of control, a positive factor for micro and small enterprises. Entrepreneurial skills training moderates this growth. Success in these enterprises is attributed to saving and investment, positive attitude, and luck, with life being controlled by accidental events. The success of any

startup development in any geographic area of economic activity is greatly enhanced by traits like locus of control.

Research on locus of control examines how this belief system affects motivation, success, psychological health, and physical well-being, among other facets of life (David, 2024). For entrepreneurs, a psychological notion first proposed by Julian B. Rotter in 1954 is essential since it emphasizes their confidence in control over life's circumstances. Locus of Control may be either internal or external; internal loci of control people think they influence their destiny, whereas external loci of control people attribute it to fate or chance. Entrepreneurs with an internal locus of control view obstacles as solvable, promote initiative, enhance their decision-making abilities, increase their drive, and develop their leadership skills. They have greater aspirations, take measured risks, and are responsible for their every endeavour. Overconfidence can result in excessive expectations and exhaustion; thus, it's important to balance the locus of control to prevent these outcomes. The literature on entrepreneurship states that internal and external environmental factors are generally acknowledged to impact entrepreneurial success (Hamzah & Othman, 2023).

Proactiveness, risk-taking, innovation, and an entrepreneurial mindset all affect how well a company performs. It implies that because of Malaysia's communitarian society and class distinctions, Western models might not be appropriate for fostering Malay entrepreneurship there. Malay entrepreneurs are hampered by misconceptions and a lack of understanding about financial management (Zainol & Ayadurai , 2011). Risk-taking is an inbuilt domain of the entrepreneurship journey, irrespective of the value and size of the enterprises. From the Wright brothers' development of flying and aeroplanes on December 17, 1903 (Wright Brothers first Flight, 2008) to date failure and exhaustive nature of the development of any abstract to the full materialistic domain is associated with the word risk.

Risk-taking, inventiveness, and competitive aggression are few relevant points of entrepreneurial attributes that have a major impact on business performance and increase profitability, market share, and customer happiness, according to the study (Barine, 2021).

The contemporary market, driven by technology, demands strategic innovation for competitive advantage. Key entrepreneurial qualities include an internal locus of control—characterized by self-motivation, resilience, goal orientation, and risk-taking—and an external locus of control, which emphasizes market sensitivity, collaboration, risk management, and globalization. These traits enhance business outcomes by facilitating strategic adaptation to market trends, leveraging external networks, and fostering partnerships that embrace global opportunities. (How does your locus of control influence entrepreneurial success?, 2023).



The emotional fulfilment that comes from completing challenging activities and/or raising one's performance in comparison to a standard of perfection is thought to be the foundation of the drive for accomplishment, or "achievement. And the "Need for Achievement (Need for achievement, 2024), the urge for success, a psychological notion that describes a person's drive to succeed, establish objectives, and achieve them, is one of the unique abilities and traits needed for entrepreneurship. In particular, Need for achievement is a person's desire for significant accomplishment, skill mastery, control, or high standards, popularized by psychologist David McClelland and a secondary psychogenic need in Henry Murray's system.

The entrepreneurs prioritize human relations, honesty, integrity, and diplomacy, adopting innovation to protect businesses and meet market competition. Motivations for creativity include self-confidence, frustration tolerance, honesty, integrity, and diplomacy (Thomas & S., 2018). Improving entrepreneurs' determination and leadership skills, addressing unemployment and lack of experience, and utilizing government support can enhance private college learning experiences (Sambu, Felix Kipchumba; Kihara , Ngene Patrick, 2015). The study presents a model for entrepreneurial performance, examining factors like job interests, intellectual ability, values, perceived future performance causes, and growth motivation, with implications for future research (Delmar, 1996).

The following points entail the need for achievement, and as per the (I, 2024), the study Points to why achievement is necessary for any entrepreneurial journey. One of the basic human motivations that propels people to create and strive for challenging goals is the urge for achievement. A high urge for achievement is often accompanied by self-motivation, initiative, and perseverance. They take measured chances, conquer challenges, and work tirelessly to better themselves and their companies. Risk-taking propensity, innovativeness, and resilience are key factors influencing customer satisfaction, product development success, and operational efficiency. These findings are crucial for entrepreneurs (Nuel-Okoli & Nuel, 2024). Women entrepreneurs in Arunachal Pradesh start businesses due to factors like education, aspirations, family support, financial facilities, and independence, while facing challenges like lack of training and financial issues (Koka, 2023).

The performance of SMEs in Anambra State, Nigeria, is greatly impacted by entrepreneurial attributes including risk-taking propensity, innovativeness, and resilience. As a result, entrepreneurs are advised to increase the competitiveness of their businesses (Nuel-Okoli, Maureen, Okoli, & Nue, 2024). Among micro-enterprises in Kelantan, Malaysia, locus of control, vision, perseverance, and resilience have a major impact on entrepreneurial competences, performance, and sustainability. The sustainability and performance of microenterprises are positively impacted by these characteristics. In order to

improve these characteristics for long-term success, the study recommends cooperation between the government and developmental groups (Mamun & Fazal, 2021).

The study investigates how quality of life, sustainable entrepreneurial intention, and business growth are impacted by entrepreneurial competency. It demonstrates that these results are directly influenced by internal locus of control rather than external locus of control. In order to explain the causal relationship between internal locus of control and entrepreneurial outcomes, the study also highlights the significance of entrepreneurial competency (Hamzah & Othman, 2023). Five essential elements for successful entrepreneurs were found by the study, which was based on data from Assamese business owners: commitment, risk-taking skills, innovation, future thinking, and flexibility. The success of small businesses greatly depends on the human capital of its owner-managers; therefore, these findings will assist scholars and policymakers in promoting and fostering entrepreneurship in the state (Singh, Dr. H. Ramananda; Rahman, Habib, 2013). The study also relates that achievement, risk propensity, self-efficacy, and external environment significantly influence business performance in Suci, Indonesia, urging policymakers to improve these factors (Machmud & Sidharta, 2016).

The study relates that entrepreneurial traits like risk-taking, innovation, and competitive aggressiveness significantly impacted the business performance, leading to higher profitability, market share, and customer satisfaction (Barine, Lesi Onoja, 2021).

The study relates the significance of managerial and leadership abilities in improving business performance by finding a strong association between entrepreneurial attributes and business growth (Barinua, Dr. Victor; Chiedozie, Okoro , Michael, 2022). The study pictures a strong link between entrepreneurial personality traits and business performance in Makurdi, Benue State, suggesting that understanding these traits can enhance decision-making, identify opportunities, set goals, and make necessary adjustments (Ph.D S. J., Moses , PhD , & PhD , 2022).

To be more confident of the characteristics of the entrepreneurial domain, the government association held a variety of programs, which meant programs to raise awareness of entrepreneurship and are intended to find and inspire prospective students and business owners by educating them about government regulations, funding opportunities, and skills development to lower unemployment (Awareness program on Entrepreneurship). Understanding entrepreneurial personality qualities helps improve decision-making, opportunity identification, goal-setting, and necessary modifications, according to the study, it is found that a substantial correlation between these features and company performance in Makurdi, Benue State has an out most pivotal role for the



entrepreneurship (Ph.D S. J., Moses, PhD, & PhD, 2020). Entrepreneurial attributes have a major impact on the performance of small and medium-sized enterprises, according to the study it has a significant link between business growth metrics and these characteristics. Gaining managerial and leadership skills can help a business function better since good leadership boosts business performance (Barinua & Chiedozie , 2022).

While progressing in the entrepreneurial journey, entrepreneurs can develop an internal locus of control, allowing them to take initiative, grow from mistakes, and guide businesses toward success. The key to long-term success is balancing control, flexibility, and a proactive attitude (Bozward, 2024).

Young business entrepreneurs are more risk-tolerant than wage workers due to uncertainties in starting a new business, with solo entrepreneurs seeking financial and creative freedom (Hunink, 2018-2019). Education, income, social participation, mass media exposure, and decision-making ability positively influence entrepreneurial behaviour among women entrepreneurs in Chittoor, East Godavari (Siddeswari & Gopal, 2021). A moderate intensity effect between Entrepreneurship and organizational performance, with mediators like learning orientation and innovativeness. Managers should stimulate values, encourage innovation, and invest in programs (Soares & Perin, 2020). The 2017-18 study in Senapati District, Manipur, revealed that various factors, including education, occupation, income, social participation, and aspiration, positively influenced entrepreneurial behaviour among tribal farmers (Kayina, Devi, & Miranda, 2018).

III. METHODOLOGY

The study is an exploratory in nature; quantitative method has been employed for the analysis of the study and Primary data & Secondary. Study is being conducted among the tribal communities in Manipur. SPSS version 21 was used for the first statistical analysis data. IBM SPSS, a widely used statistical analysis software, is widely used by researchers in social sciences for various fields

Table 1: Coverage Manipur state (focus on the tribal communities of the state)

Coverage	Manipur state (focus on the tribal communities of the state)
Sample Unit	Registered Tribal enterprises having the existence of a minimum of 4 years or more with a minimum of 2 workers, either paid or unpaid
Sample Element	Enterprise Owners
Sampling Technique	convenience sampling
Population	310 enterprises

IV. DATA ANALYSIS AND DISCUSSION

1. Demographic profile under study

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	200	64.5	64.5	64.5
	Female	110	35.5	35.5	100.0
	Total	310	100.0	100.0	

2. Education

Table 3: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below class x	7	2.3	2.3	2.3
	Class x	49	15.8	15.8	18.1
	Class xii	25	8.1	8.1	26.1
	Bachelor's degree	138	44.5	44.5	70.6
	Master's degree	85	27.4	27.4	98.1
	PhD	5	1.6	1.6	99.7
	Specialist	1	.3	.3	100.0
	Total	310	100.0	100.0	

3. Training

Table 4: Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	102	32.9	32.9	32.9
	no	208	67.1	67.1	100.0
	Total	310	100.0	100.0	

Table 5: Entrepreneur type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	micro business	255	82.3	82.3	82.3
	Small start-up entrepreneurship	28	9.0	9.0	91.3
	medium company	27	8.7	8.7	100.0
	Total	310	100.0	100.0	

The study involved 310 entrepreneurs, all providing valid responses. Most participants were male (64.5%), while females made up 35.5 percent. Education levels were generally high, with 44.5 percent holding a bachelor's degree and 27.4 percent a master's degree. Only a small proportion had education below Class XII. About 32.9 percent had received entrepreneurial training, while most (67.1 percent) had not. Regarding enterprise size, the majority (82.3 percent) operated micro businesses, followed by small start-ups (9 percent) and medium companies (8.7 percent). This indicates that micro-scale enterprises dominate the entrepreneurial landscape in the sample.



The relationship of entrepreneurial traits and firm performance.

Model Summary

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.615	.602	.491

Predictors: (Constant), Self-Efficacy, Need for Achievement, Creativity, Entrepreneur Alertness, Locus of Control, Entrepreneur Leadership, Innovativeness, Opportunity, Risk Tolerance, Resilience.

Source: computed

According to the table above, there is a robust model fit, because the association of the entrepreneurial traits' accounts for around 61.5 % of the variation of the firm performance (i.e. R2 =.615). whenever the number of predictors is taken into consideration, the model's robustness is affirmed by the adjusted R square of .602. there is a substantial positive link between the predictors and the firm performance, as demonstrated by the correlation coefficient (R = .784). Overall, this finding relates to the importance of entrepreneurial attributes as indicators of the firm performance in the study.

ANOVA^a

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.821	10	11.482	47.671	.000 ^b
	Residual	72.017	299	.241		
	Total	186.839	309			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Self-Efficacy, Need for Achievement, Creativity, Entrepreneur-Alertness, Locus-of Control, Entrepreneur-Leadership, Innovative, Opportunity, Risk-Tolerance, Resilience.

The above table of ANOVA determines whether the dependent variable i.e. firm performance, is significantly predicted by the whole ten independent variables or the regression model. The sum of squares (i.e. 114.821) shows a variation that can be explained by the model. The regression mean square of 11.482 of the ten predictors and the residual mean square of .241. As the significance level of (p-value) of 0.000 and F-value of 47.671, the model is highly significant. Hence, a combination of the entrepreneurial traits is more reliable predictor of firm performance than the chance alone.

Coefficients

Table 5.7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.154	.280		4.116	.000

Need For Achievement	-.032	.043	-.027	-.747	.455
Entrepreneur Alertness	-.398	.101	-.368	-3.963	.000
Risk Tolerance	-2.261	.215	-1.934	-	10.500
Innovative	.017	.139	.012	.119	.905
Resilience	-1.460	.262	-1.190	-5.573	.000
Locus Of Control	2.384	.181	1.881	13.191	.000
Entrepreneur Leadership	.207	.143	.183	1.443	.150
Creativity	.013	.125	.010	.106	.916
Opportunity	2.513	.204	2.074	12.349	.000
Self-Efficacy	-.332	.116	-.305	-2.876	.004

a. Dependent Variable: Firm Performance

The above table of regression analysis model, and the impact of several entrepreneurial traits on firm performance was study. Locus of control ($\beta = 1.881, p < 0.05$) and opportunity recognition ($\beta = 2.074, p < 0.05$) were found to have a significant and favourable impact on the firm performance. This indicates that entrepreneurs who possess a strong internal orientation and the capacity to recognize and grasp the business opportunities. On the other hand, risk tolerance ($\beta = -1.934, p < 0.05$), resilience ($\beta = -1.190, p < 0.05$), self-efficacy ($\beta = -.305, p = 0.004$), and the entrepreneurial alertness ($\beta = -.368, p < 0.05$) which exhibit noteworthy negative correlation with the firm performance indicating overconfidence, risk-taking, or over alertness may hinder the entrepreneurs in the study sample from making rationale decision and managing the resources.

On the other hand, it was discovered that the demand for the success, creativity, leadership, and innovative approach had no discernible impact to the firm performance. All things considered, these results indicates that while excessive self-efficacy or risk-taking may lower performance efficiency, locus of control and opportunity detection are critical factors in improving the firm performance output.

The following are the key measures for enhancing entrepreneurship among the tribal communities in Manipur:

Improve access to finance: Expand microfinance, SHGs, low-interest loans, and credit-linked schemes such as National Scheduled Tribes Finance and Development Corporation (NSTFDC), Stand-Up India, and Pradhan Mantri formalisation of micro food processing enterprises scheme (PMFME) to make capital more accessible.

Develop entrepreneurial skills: Provide regular training in leadership, financial management, marketing, and business planning through institutions, NGOs, and government programs such as PMEGP (prime minister employment generation programme) under MSME.



Enhance digital literacy: Promote the use of online tools, e-commerce, and digital marketing to connect tribal entrepreneurs with wider markets. Example V-SAT (very small aperture terminal)

Strengthen market access: Facilitate cooperative networks, branding of tribal products, and participation in trade fairs and e-commerce platforms.

Policy and infrastructure support: Improve roads, electricity, internet connectivity, storage facilities and formulate inclusive policies catering to tribal business needs.

Promote sustainable and community-based entrepreneurship: Use traditional knowledge in sectors like eco-tourism, handicrafts, and herbal medicine while preserving cultural identity.

Encourage mentorship and youth initiatives: Support mentorship, leadership building, and youth-oriented entrepreneurship programs to inspire the next generation. These steps together can empower and enhance the tribal entrepreneurs, promote self-reliance, and ensure sustainable economic growth in Manipur.

Here is a brief balanced discussion presenting both the supporting and opposing perspectives based on your study findings:

Discussion For

The regression model indicates a strong overall influence of entrepreneurial traits on firm performance ($R = 0.784$, $R^2 = 0.615$), suggesting that psychological and behavioral attributes significantly shape business outcomes.

A high adjusted R^2 (.602) demonstrates that these traits collectively account for a large portion of firm success, confirming the importance of personal characteristics like locus of control and opportunity recognition.

Positive coefficients for locus of control and opportunity recognition signify that entrepreneurs with self-belief, internal motivation, and a capacity for identifying business prospects achieve better performance.

These findings align with entrepreneurial theories emphasizing psychological traits as key drivers of innovation, competitiveness, and firm survival among small and micro enterprises.

The results support the view that promoting these traits through training and mentorship can strengthen entrepreneurial effectiveness and sustainability among tribal entrepreneurs.

Discussion Against

Some traits such as risk tolerance, resilience, self-efficacy, and entrepreneurial alertness show negative associations

with firm performance, suggesting that overconfidence, excessive alertness, or high risk-taking can reduce judgment quality and decision-making effectiveness.

Traits like creativity, leadership, and innovativeness showed no significant impact, indicating that contextual factors (finance, market access, environment) may outweigh personality influences on firm outcomes.

These results question the assumption that psychological traits alone determine business success, implying that institutional and infrastructural support play a more decisive role.

High educational qualifications and training did not guarantee better performance, reflecting potential gaps between theoretical knowledge and practical entrepreneurial application.

Therefore, relying entirely on trait-based interventions without addressing socio-economic and environmental challenges may produce limited impact.

It is pertinent that entrepreneurial traits are essential predictors of performance, structural enablers such as access to finance, market linkages, and supportive policy interventions are equally critical for enhancing tribal entrepreneurship in Manipur.

V. CONCLUSION

According to the study, among the tribal entrepreneurs in Manipur, entrepreneurial traits significantly influence the performance of their businesses. Entrepreneurs that possess high locus of control, and the capacity to see market opportunities are likely to generate superior organizational outcomes, as evidenced by the regression study that showed locus of control and opportunity recognition to be significant positive predictors. On the other hand, there were negative correlations found between risk tolerance, self-efficacy, resilience, and entrepreneurial alertness, indicating that overconfidence or risk-taking may impede wise decision-making and operational effectiveness.

These results confirm that while personal qualities are important for entrepreneurship, helpful outside influences are also necessary. Building sustainable businesses requires equal emphasis on governmental assistance, market connectedness, skill development, and financial access. The overall findings suggest that balanced development, which combines structural enablers with psychological abilities, can promote self-reliance, encourage entrepreneurship among tribal groups, and support inclusive economic growth in the area.

Scope and Limitations of the Study

There are numerous limitations to the research. The traits of tribal entrepreneurs in Manipur are the subject of the



study. The findings might not hold true for other countries and cultures. Different cultures could find economic prospects in various ways. The study solely looks at new business owners within the population of tribal inhabited districts of Manipur. The inquiry is limited by time and space. Since the study's findings only apply to specific domains that are confined to the tribal districts of Manipur State, more research is required to examine different situations and levels. The study looked at the characteristics of entrepreneurs identified during economic expansion. The COVID & conflicts in Manipur has taken a toll on entrepreneurs, that period of time, they might have acted differently. Therefore, favourable economic conditions may explain entrepreneurs' characteristics and businesses' establishment. Understanding the economic effects requires comparing data from several years. Longitudinal studies are needed to monitor the identification of entrepreneurial traits over time, as the current study is cross-sectional, and it will be vital for further studies in the future.

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