

**TRENDS, PROBLEMS, AND OPPORTUNITIES OF MSMES IN TAMIL NADU, INDIA
(REFERENCE TO THE COVID PANDEMIC CONDITIONS)
- IS JACK WELCH'S LEADERSHIP APPROACH REMEDIABLE?**

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Abstract

Any kind of business can fail if administrator exhibit poor management skills, which can be evident in many forms. They will struggle as leaders if they don't have enough experience, making management decisions, supervising staff and have poor administration in handing human resources. The pandemic situation is not only threatening the health of human beings but also the health of business, especially Micro, Small and Medium businesses which are affected highly in all aspects. This negative impact was observed all over the world. The purpose of the research is to bring the effects of lockdown on the MSMEs activities globally, in India and Tamil Nadu in particular. This article focuses on the issues in Tamil Nadu MSMEs in the study area, because during the second and third waves of COVID, Tamil Nadu is identified as the most infected area and many businesses were wound up due to continuous lockdown. This article gives a bird's eye view of the trends, problems and opportunities of MSMEs in Tamil Nadu. MSME units established in this area have shown only moderate increase and are identified as the most affected. The Latent Variable Confirmatory Factor Analysis Modelling is applied. And it is analysed the why in which Jack Welch's leadership approach is remediable.

Key words: Micro, Small and Medium Enterprises, COVID-19, Employment Generation, Trends, Problems and Opportunities and Jack Welch's leadership approach.

Introduction

A successful leader should be able to understand, use and manage his emotions in positive ways and be flexible in nature, should be effective listener, should comply with feedback of others and should be ready to accept new things. These are possible when leader should fix and prioritize goals and take responsibility to implement them properly. Focusing on the big picture, he should avoid distractions and keep time sense and attention. He should make his personal and professional matters clear. He should evaluate strengths, weaknesses, conduct self-assessments, get team opinions and improve the goals accordingly with measurable targets in areas where the opportunities are available to grow. This expectation will help him react in an attentive way that does not make any situation hard even if it is bad. An effective leader should develop the skills of others through the concept of situational leadership theory and adapt a suitable working environment for individual or group ready to work, willing to work and able to work and ready

to complete specific action. The other tasks of situational leadership are mentoring, delegating and training. These qualities will improve the team spirit and various skills. It is not only improving the empathy and also the strength of the team members. Delegating responsibility is harder than completing the task, but situational leadership evaluates the capabilities of the team and builds confidence and identifies the way to growth. A good leader can build genuine relationships with the outsiders of the organization; actively look for people from outside who will make the team stronger, even if their capability doesn't entirely match the needs at the moment. He should give training a priority within the organization and balance it with a culture that allows the team members to succeed. The winning leader should have strategic thinking, modernization and ability to achieve. A leader should have a good plan about where the organization wants to go and have clear blue print about the product targets, staff requirements, Government regulations and technology advancement, when making strategic business decisions. These are possible when the leader is maintaining a flexible mindset and is eager to search for new ideas. This is mainly the need where the company's goals are frequently altering where rigid plans may be hard to follow. While taking real interest to inject enthusiasm for a leader should avoid apathy and maintain positive outlook. He must promote creativity and innovation through exercises of brainstorming or prototyping practices. He must set a practical vision and suitable targets through smart goals which are definite, quantifiable, achievable, reasonable and timely. A leader regularly has to make risky decisions but he must be able to rationalize the course of action. A leader must be ethical and civic-minded. A strong leader must consider the ethical consequences of the decisions that he makes for both his customers and his teams. This type of behavior increases the awareness of ethical practice and civic-mindedness which reflect personal concern for the benefit of the entire organization and the community as a whole. The leader should be honest with his employees and maintain transparency and be authentic, therefore the team should know what it is getting from the leader no matter the circumstances. He should recognize the sentiments of the team members. He should honor those who are following instructions and cheer those who are under pressure. He should never shout at the team members, openly or secretly. He should be conscientious for his mistakes, and anticipate that of others in the team. He should take the next step to make things right, even if it will harm the organization's bottom line. In the long run, the advantages of defending the organization's honesty and reputation will offset any temporary loss they might incur. The effective leader should develop cross cultural communication, should communicate properly to individuals, trade units, within the company and to outside stakeholders of the organization. A leader must also acknowledge and know different communication traditions. The leader should explain all from organizational aims to extract tasks and goals in brief language. He should communicate these goals and targets regularly so that everybody knows what they are working toward. The leader should understand the difficulties in communication over the phone, e-mail, and social media. He should Identify the strengths and weaknesses in these modes of communication and work to recover wherever necessary. The effective communication must embrace enthusiasm, self-assurance, motivation, and pleasure. The optimistic leaders should believe and work towards a better future and motivate the team members to achieve the goals of organization. He should acclimatize his communication technique to different cultural traditions when necessary. Some cultures expect clear, exact messages, while others tend to rely on framework in between the lines. Some cultures also show sentiment more readily than others. A good leader should give attention to hear what others are

saying and what they hesitate to talk. “A leader is born great, some leaders achieve greatness and some leaders have greatness thrust upon them”.

The late Jack Welch was a Chief Executive Officer of General Electric from 1981 to 2001, who created the ideal model for 21st century executives. He highlighted three leadership qualities for today’s managers. The first one is right person should be in the right job. Second one is speaking frankly and third one is thirst for learning. In modern years, many have appreciated his approach, leadership style, and legacy. As per the article of Peter Drucker, an authority on management “executives spend more time on managing people and making decisions than on anything else and they should. No other decisions are so long lasting in their consequences or so difficult to unmake.” Jack also believed it whole heartedly.

Welch accepted Japanese business tips and formed Six Sigma methodologies. In his book he mentioned that a “company filled with self-confident entrepreneurs who would face reality every day.....” He believed that the good organization should remove the unwanted bureaucracy, serve potential customers’ demand and be frank with everyone. Implementing Six Sigma, a Six Sigma company management should understand that disparity is an evil, that serving customers with what and when they want is important. Six Sigma places the customer wants above all else, then simplifies services to meet those needs as efficiently as possible. He emphasized that managers should have get outside their internal focus to their external focus. Welch remains a notorious figure for some. While some of the management philosophies outside of Six Sigma that Welch embraced have fallen out of favor, his success cannot be argued with.

The world is facing unprecedented upheavals in life, health and the industry, in short, in every sphere of life due to the pandemic, throwing seeming BY insurmountable challenges. Patterns across the world reveal alarming findings of halted activity. No county is immune to the negative impact of the pandemic. India is also impacted heavily for which it is totally unprepared. Every industry in India plummeted headlong into a crisis. The hardest-hit industry is the MSME which is less discussed.

In fact many MSMEs had declined precipitously, as the pandemic had triggered many problems – decreased demand, difficulty in accessing materials and goods, no market access, problem of supply, restrictions of lockdown, reduction in business time and income, less cash flow, credit constraints, decline in productivity mass layoffs and closure. Tamil Nadu which was once booming with trade and industry now offers a dismal picture without a clue as to how to encounter the havoc caused by pandemic especially in the MSMEs. The problems of MSMEs are pronounced as some are temporarily shut down, some are permanently closed and only a few are currently operational. The MSMEs are trying to weather the crisis, in the midst of the atmosphere of uncertainty. This vulnerable sector is trying to grapple with the changing situation and survive.

India is still struggling to control the “rising curve” of COVID 19 epidemic and its effects not only trouble the health of the people but also the overall economy of India. In the very short period, when compared worldwide, India had a very longer period of lockdown and this mainly affected the road, railway and air transports severely and has also shut down the industrial and service sector units and slowed down the economic activities completely. In fact, the GDP growth is pulled down much more than anticipated at the beginning of the pandemic. The Index of

Industrial Production is (35.9%) lower than a year ago and the overall exports also show a negative growth (21.99%). This pathetic condition is not only affecting the big business enterprises but also the micro, small and medium type of businesses.

COVID Impact Vs. MSMEs in India

In India, MSME are the next major employment generators after agriculture which helps in producing many entrepreneurs and innovators; with their support, thereby they strengthen the business eco-system. In India, the estimated numbers of MSMEs are sixty three million and one hundred and ten million workers are employed. The consumption demand of local and global is compensated through produce of more than six thousand products by MSMEs

As per the report of Directorate General of Commercial Intelligence and Statistics, India produces \$147,390.08 million worth of products and its contribution on total export during 2017 to 2018 was 48.56 percent. At the same time, its contribution on GDP was 29 percent during 2019. The need of MSMEs is identified as an effective mechanism not only to improve the socio-economic system of the Nation but also to achieve economy target of \$5 trillion within 2025. Moreover, the Indian's potential for MSMEs is still now not utilized properly and hence the Government has concentrated specifically on this sector. The continuous lockdown has affected the overall functions of MSME sector in India. Due to unfavourable situation like the present one the owners, employers and external stakeholders of MSMEs suffered heavy losses. The continuous lockdown has created harmful impact on delivery of the completed products, access of raw-material and employees to production and delivery processes, repayment of debt, payment of wages/salaries and statutory dues ultimately, the liquidity crunch is unavoidable due to reduced earnings from 20 to 50% during this pandemic period. Many of the nonessential commodity business enterprises are changing into essential commodity business enterprises, and have started to manufacture other items like toiletries, sanitizer and kits etc. The episodic supply chain systems and intrastate lockdown affected the MSMEs which are located in remote areas. Many entrepreneurs are forced to remark idle because they are unable to pay salaries to their workers and many vacated their business houses as they are unable to meet the running expenses; many halted their production due to the absence of workers.

COVID Impact Vs. MSMEs in Tamil Nadu

Tamil Nadu has 15.07 percent of Micro, Small and Medium Enterprises and registered enterprises are 6.89 lakh. They are producing more than 8,000 different kinds of products and Rs.32 crores was invested in MSMEs. As per the recent study of IIT, Madras, approximately 74 percent of MSMEs incurred a revenue loss of more than 80 percent, at the same time the overall revenue loss for MSMEs is between 50 to 80 percent. Moreover, the shortage of working capital and labour disturbed the supply chain system. In addition, IIT revealed that 78% of MSMEs have temporarily shut down due to Covid. Out of these, 79 % are micro and small enterprises. Around 68% of the enterprises suffered shortage of cash flow and 31 percent of MSMEs even now depend on money-lenders' contributions to fulfil their requirements. 50 % of the respondents from MSMEs units revealed that frequent cancellation of business orders make them financially weak. Around 12% and 14% of the MSMEs say that the recovery is only possible after 6 and 3 months respectively. Fortunately, 68 % of the enterprises are willing to continue their business.

Definition of MSMEs

As per Micro, Small, and Medium Enterprises Development (MSMED) Act of 2006, the new definition of MSMEs after COVID -19 pandemic is “all enterprises engaged in production of goods pertaining to any industry specified in first schedule of Industrial (D&R) Act, 1951 and other enterprises engaged in production and rendering services subject to limiting factor of investment in plant & machinery and equipment respectively”.

According to the existing condition in the case of manufacturing sectors, medium, small and micro enterprises, investments on plant and machinery is \leq \$1.3 Million, \leq \$ 680,000 and \leq \$ 34,000 respectively, in the case of service sectors, \leq \$ 680,000, \leq \$ 272 000, and \leq \$ 13,600 respectively. As per the revised definition, the manufacturing and service sectors are classified in terms of annual turnovers; the medium, small and micro enterprises are classified according to the investment size which is \leq \$6.8 million in small enterprises and turnover \leq \$34 million in medium enterprises, investment is equal or less than \$1.36 million and turnover is equal or less than \$6.8 million in small enterprises and investment upto \$136,000 and turnover \leq \$680,000 million in micro enterprises.

Aims of the Study

During the lockdown period, micro, small and medium enterprises faced maximum heat in Tamil Nadu. Tamil Nadu registered the maximum number of infected cases and hence the State Government announced severe restrictions during the second lockdown period. Moreover, MSME sector is the largest employer in the district. The survival of these enterprises is at stake due to this pandemic situation. Therefore, there is an urgent need to undertake research to analyse the challenges of these enterprises in detail. Even this State has too much of industries and entrepreneurs, particularly micro, small and medium and till now, there is no comprehensive research study to measure the MSMEs performances during the COVID period in Tamil Nadu. Hence, in this pandemic situation, to find out the number of MSME units which are successfully operating and what are the reasons behind this and also to identify the appropriate scientific and viable solution to support all these units are more important for the economic development of Tamil Nadu. All these recommendations will surely support economically weak business units and at the same time, contribute to the Nation’s economic development. To fulfil the aims of the research study, the following research problems have been proposed. Even Jack Welch has introduced many industrial strategies for managers periodically in his life time in developed nations, but till now there is no comprehensive research approach on his contribution to the manufacturing industries not only in India and but also abroad. Due to Covid impact, the researcher has a few hypothetical questions that in what way Jack Welch approaches are applicable to the context of Indian managers and worker’s efficiency and his approaches may be possible to implement in small and medium types of engineering industries in India to solve various problems. The identified objectives of the study are given below:

1. To study the impact of pandemic conditions on the overall economy of the world, India and Tamil Nadu.
2. To understand the pattern of MSMEs established during the pandemic period in the study areas.
3. To analyse the problems and opportunities of MSMEs in Tamil Nadu.

4. To understand the applicability of Jack Welch approaches to solve negative impact of Covid 19.

Execution Process

This research work is based on primary and secondary data. The relevant secondary data were collected from the District Industries Centre, Tamil Nadu and various websites and internet sources. The primary data have been collected from the entrepreneurs who are running MSMEs in Tamil Nadu, particularly in Salem, Madurai, Trichy, Coimbatore and Chennai. Primarily, the research work analyses the trend, challenges and issues of MSMEs in the study areas. The suitable statistical tools were applied and they brought out meaningful interpretations which are closely associated with main objectives of the research work. For the purpose of the research work, 10 respondents from 5 districts were approached according to the convenience of the researcher.

Related Reviews

Importance of MSMEs and Impact of COVID 19 on it

A survey said that eighty four Indian MSMEs are facing problems related to the policy of Government and rules of taxation, availability of electricity and technologies. These drawbacks are observed more in Covid pandemic period (Agwu and Emeti (2014). MSMEs not only support to improve the employability but also help in equal income distribution. Even low capital requirement, compensate local and international requirements (AzharAffandi, Sarwani (2020). There are serious issues in dairy business. It faces mainly the problem of investment as it generates minimum amount of income. Moreover, it is treated as women-led business or a business which can be tackled by any member from a family. The dairy entrepreneur feels secure to invest if supported by bank loans, if it is a supportive income to the family, if their employment and known business were to encourage dairy activity (Ayesha Siddiqua (2020). If the employer and employees are well experienced, and it to improve the contribution of MSME; hence MSMEs are facing limited problems (Anusuya Biswas (2020). They encounter problems like inability to provide proper training to workers and officers, labour turnover, absenteeism, difficulty in identifying the source of recruitment, demand for higher monetary and non-monetary benefits from workers, employees' strike and unnecessary interference from trade unions. These have been used as variables to understand the problems faced primarily by the entrepreneurs (Baldeo B. Kakde (2018). The infrastructure facilities and areas where they are located determine the success of MSMEs. Mainly these units suffered due to inadequate finance facilities, competition, rare skilled labours, deprived marketing facilities of the products, lack of infrastructure and water facilities (Chandra Sekhar Mund (2020). The competition of MSMEs is from the small scale units and big industries, especially in the aspects of establishing brand, marketing network and consumers' awareness, immaterial of urban and rural area (Chandraiah .M (2014). When industries fill the gaps in the supply chain management through MSMEs will support them to make it more comfortable than now (Cepel, Martin (2020). The identification of technological capability and environmental dynamism of MSMEs have improved the innovativeness of all aspects in MSMEs (Chandra Mohan Patnaik.B (2017). MSMEs need risk assessment techniques that have protected the units (Ch. Hema VenkataSivasree (2020). The mainly identified other skill gaps in MSMEs are access in credit and infrastructure facilities, government support and related access in technology (Dinakaran.S (2014). The nursery of entrepreneurship is improved

by MSMEs through establishing them in rural areas. These enterprises are having various obstacles like deprived infrastructure, scarcity of electricity, political shakiness and financial issues (EsraSipahi (2020)). In addition to this rising cost of labour, shortage of skilled local labour, strikes by union or lock out are also some of the major problems (Hemendra Singh Bisht (2021)). The MSMEs located in Himachal Pradesh are facing three kinds of issues and these are, insufficient financial support from the banks and high collateral requirements with awkward processes (Indika M.G.N (2020)). The educational qualification of the owner/ manager and size of the firm have a great say on the procurement of MSME financing. The study reveals that educated entrepreneurs are more open to availing finance from other MSME financing sources rather than the traditional sources (James Robinson (2020)). The identification of financing gap of the firms through formation of financial structure and analysing of the financing gap in the form of Demand, Supply, and Knowledge and Empathy gap is more important (Kailash Kumar Sahu (2020)). The repaying financial liabilities of the MSMEs are more stressful and they discourage them in the way of low sales and repaying ability (Kousik Dari (2020)). Various barriers are faced by MSMEs in raising finance and identifying the various sources of finance other than the banks. The analysis of preliminary results reveals that while evaluating the reason for not- availing credit schemes, the highest percentage of people feel that too many formalities have to be fulfilled while availing credit schemes (Kanagarathinam M., Sukumar .A (2013)). Many financial institutions are not interested to provide loan to small industries because of the required loan amount is very meagre but cost of services is high (Mohsin Shafi (2020)). The various identified problems associated with MSMEs are very less banking facilities, insufficient technologies and unskilled labours. Government of India took all necessary steps to improve this sector considered as unorganised one. But many industries failed to know the various schemes announced for this sector (Mkalama B. W (2018)). The growth of SMEs in Nigeria is affected through poor social infrastructure and managerial skill, less financial supports (Maurvigor, ShitalBati (2020)). The suggestions for further improvements of MSMEs are Government guarantee for long term loan; it should ensure tax reliefs and incentives and establish separate funding agencies for MSMEs. There is no similar type of problems among male and female entrepreneurs. Female entrepreneurs have more opportunities than male entrepreneurs (Nalla Bala Kalyan, Hareesh Babu (2017)). Triguni Meal Company has many underprivileged women as employees and per month they produce 1.6 lakh tubs and proved 100 growth rates year after year. Indigo Airlines is their customer now (Nishanth, Zakkariya (2014)). There is a need of simplified loan distribution procedures and alternative arrangements instead of collateral securities. Updated knowledge and skill is more importance for employees to improve quality of production. The identified challenges in MSMEs are finance, marketing human, export, infrastructure, technologies (Nadia Sigi Prameswari (2017)). MSMEs are very vital fragments in industrial sector of India will play vital role in Indian economy even in future. The adaptation level of recent policy of MSMEs with its development act of 2006 is another inconvenience of MSMEs (Nishu Ayedee (2020)). In India, women entrepreneurship plays a significant role to develop economic and social growth. Among the entrepreneurs, women alone captured 13.72 percent and among these, Micro accounts for 14.19 percent, Small 5.06 percent and Medium 4.21 percent in urban and rural India (Prabhakar Rajkumar.K (2004)). Many a time MSMEs find it impossible to raise the required funds on time due to cumbersome processes and requirements of institutional funds. The world over, it is now a reliable source of inexpensive funds. India has also made rapid strides in making

available MSMEs with the required funds through this funding source (Prabhakar Rajkumar.K (2006). After the effect of November 2016 demonetization exercise on the profits of business owned by individuals in Indian MSME sector, it was revealed that the demonetization exercise led to an immediate decrease in the income periphery of entrepreneurs within the MSME segment in India (Prabhakar Rajkumar.K (2006). A study identified the reason why some States in India have performed well in the execution of MSMEs and others have not. The performance level is based on the size and age of firms, cost of labour and capital, productivity of labour, gross output share, intensity of capital, and share of wages on GVA and scheme of government. And these factors are also determining the export performance of MSMEs (Preetha Thomas (2019). A study emphasised some Quality Management Techniques for improvement of MSMEs and these are Cause and Effect and SIPOC analysis, Current Reality Tree and Quality Control Charts in the DMAIC stages (Prabhakar Rajkumar.K (2006). A study emphasised the mutual relationship in the aspect of cross-fertilisation between entrepreneurship and leadership that will improve effective management of MSMEs' strategies and contributions (Prabhakar Rajkumar.K). The E-trading system will enhance the overall trade performances of MSMEs at present, because they have till now adopted conventional procedures. If they are ready to adopt the electronic trading approach, that will boost the overall performances of MSMEs too (Prabhakar Rajkumar.K). Government's policies are not the only solution for backdrop situation of MSMEs during Covid period, the innovations practices in trading activities like attractive packaging and product differentiation also support (Prabhakar Rajkumar.K (2006). The pandemic has a disastrous impact on the economy. A study says that only 24 percent small and medium business are currently operational and a new report indicates that 5 out of 10 business would run out of working capital. About 79 percent of MSMEs are having an impact across BFSI, ITES, manufacturing, travel, Telecom, retail outlets, education-related areas and professional service sector (Prabhakar Rajkumar.K (2006). The highly appreciable role of NABARD is identified through its refinancing assistance for MSMEs in India (Prabhakar Rajkumar.K (2011). NABARD provided maximum refinance assistance particularly to MSMEs which concentrate on Poultry (Prabhakar Rajkumar.K, 2015), Dairy (Prabhakar Rajkumar.K ,2019), Pig, Sheep and Goat farming (Prabhakar Rajkumar.K 2019), and Self-Help Groups in Tamil Nadu during 2006. The NABARD's Rural Credit flow report says that the maximum beneficiaries were entrepreneurs from MSMEs (Prabhakar Rajkumar.K (2008). During 2006, among the total refinance support of NABARD, the maximum contribution is to MSMEs in India (Prabhakar Rajkumar.K (2016). Fisheries related MSMEs also benefited through NABARD refinance support in Tamil Nadu (Prabhakar Rajkumar.K (2018). The tremendous growth of SHGs through Bank linkages in India is appreciable one. In India, women were empowered through micro businesses in their locality and rural women empowerment was conformed through MSMEs in Tamil Nadu. The concept of Micro Finance by National Bank is materialized effectively in India. During 2008, maximum entrepreneurs were involved in farming Pig, Sheep and Goat in Tamil Nadu. During the period of financial crises, the banks were advised to strengthen the SMEs through liberal and timely Bank Advances. The financial inclusion concept should include all kinds of MSMEs functioning in India. The MSMEs' practices in India and China are more or less the same. Financial inclusion practices must incorporate the concept of MSMEs in India. Most of the Transgenders started micro businesses for their livelihood. Most of the MSMEs started by women were effectively functioning in the Tamil Nadu. Even Indian farmers are also advised to start MSME units for

Agri-products. Nowadays, Transgenders are not concentrating on flesh trade; they diversified into decent trade like starting micro and small businesses. University students are motivated to establish Joint Liability Groups to start micro and small businesses in Salem District (Prabhakar Rajkumar.K, 2018).

Analysis and Interpretation

The methods of investigation used to get the results and set up information in a rational series are from the data collected. The appropriate scientific and mathematical tools solve the multipart problem in the study. This study comprises percentage interpretation and confirmatory factor model using the data collected from the entrepreneurs.

The General Details of MSMEs in the Study Areas

In this session, we discuss the general details of MSMEs established in the study area, which are interpreted in terms of percentage. The place of industries is given in Table no 1.

Table No 1: Place of the Industry

	Place of the Industry	Frequency	Percent
1	Salem	8	16.0
2	Madurai	16	32.0
3	Trichy	11	22.0
4	Coimbatore	9	18.0
5	Chennai	6	12.0
	Total	50	100.0

(Sources: Primary data)

Interpretation: As interpretation of the table, 16.0% of the industries are in Salem district, 32.0% are in Madurai district, 22.0% in Trichy district, 18.0% in Coimbatore district and 12.0% are in Chennai district. The Ownership-wise classifications are given in Table no 2.

Table No: 2: Nature of Ownership

	Nature of Ownership	Frequency	Percent
1	Sole Trader	26	52.0
2	Partnership	14	28.0
3	Private	5	10.0
4	Public	1	2.0
5	Co-operative	1	2.0
6	Public enterprises	3	6.0
	Total	50	100.0

(Sources: Primary data)

Interpretation: This table shows that 52.0% of the respondents are sole traders, 28.0% of the respondents are partnership members, 10.0% of the respondents are private holders, 2.0% of the respondents are public holders, 2.0% of the respondents are co-operative members, and 6.0% are public enterprises. The year-wise commencement business is given in Table no 3

Table No: 3: Year of Commencement of Business

Year of Commencement of Business	Frequency	Percent
2017	11	22.0
2018	10	20.0
2019	13	26.0
2020	16	32.0
Total	50	100.0

(Sources: Primary data)

Interpretation: As per the above table 22.0% of the respondents started their business during 2017, 20.0% of the respondents in 2018, 26.0% of the respondents in 2019 and 32.0% of the respondents in 2020. The nature of products manufactured and services are given in Table no 4.

Table No4: Nature of Product

Nature of Product	Frequency	Percent
Manufactured	41	82.0
Service	9	18.0
Total	50	100.0

(Sources: Primary data)

Interpretation: The above table interpreted that 82.0% of the respondents belong to manufacturing sector and 18.0% respondents are in service sector. The purpose of seeking financial assistance is given in Table no 5.

Table No 5: Purpose to Seek Financial Assistance during Pandemic Period

	Purpose	Frequency	Percent
1	Raw materials	13	26.0
2	Working Capital	2	4.0
3	Supportive items	7	14.0
4	Wages and salary	6	12.0
5	For all the purpose mentioned above	22	44.0
	Total	50	100.0

(Sources: Primary data)

Interpretation: The table shows that 26.0 % require finance for the purchase of raw materials, 4.0% for working capital requirements, 14.0 % for the purchase of supportive items, 12.0% to pay wages and salary and 44.0% for all the purposes which are mentioned in the category. The kinds of problems related to availability of raw materials are given in Table no 6.

Table No 6: Problems in Availability of Raw Materials during the Pandemic Period

	Reasons	Frequency	Percent
1	Non-availability in time	10	20.0
2	High price	16	32.0

3	Poor validity	10	20.0
4	Transportations	9	18.0
5	Lack of information	5	10.0
	Total	50	100.0

(Sources: Primary data)

Interpretation: The table shows that 20.0% of the respondents faced problems of non-availability of raw materials in time, 32.0% of the respondents mentioned high price, 20.0% of the respondents refer to poor validity, 18.0% of the respondents faced problems of transportations, 10.0% of the respondents got less information. The marking mode of MSMEs is given in Table no 7.

Table No 7: Mode of Marketing

	Mode	Frequency	Percent
1	Direct sales	12	24.0
2	Through Agencies	13	26.0
3	Branch	7	14.0
4	Co-operative	4	8.0
5	Regulated market	5	10.0
6	Wholesales	6	12.0
7	Retailer	2	4.0
8	Dealers	1	2.0
	Total	50	100.0

(Sources: Primary data)

Interpretation: The above table shows that 24.0% of the respondents are involved in direct sales, 26.0% of the respondents marketed through agencies, 14.0% of the respondents through branches, 8.0% of the respondents through co-operative societies, 10.0% of the respondents through regulated markets, 12.0% of the respondents through wholesales, 4.0% of the respondents through are retailers, 2.0% of the respondents through dealers. The trend of Micro and Small (Manufacturing) Enterprises established during the pandemic periods is given in Table no 8.

Table No 8: Trend of Micro and Small (Manufacturing) Enterprises Established during the Pandemic Periods

	Name of the Areas	2017 – 2018 (%)		2018 – 2019 (%)		2019 – 2020 (%)	
		Micro	Small	Micro	Small	Micro	Small
1	Salem	205	100	60	45	12	19
2	Madurai	54	150	29	20	11	0
3	Trichy	147	0	56	100	11	100
4	Coimbatore	28	50	31	33	7	13
5	Chennai	50	0	647	900	28	60

(Sources: Secondary data)

Interpretation: During 2017 -2018, in the case of micro units, the table shows that establishment of units started with decreased trend and recovered upward movement and journeyed consistently. During 2018 – 2019, the trend started with minor fall and recovered upward movement and again ended with decreased pattern. During 2019-2020 the trend started with minor upward movement and ended with minor slop. In the case of small units, during 2017 - 2018, the trend shows that it started with upward trend and recovered upward movement and journeyed with consistence. During 2018 – 2019, the trend started with decrease and recovered from downward movement and again ended with decreased pattern. During 2019-2020 the trend started with minor upward movement and ended with minor slop. The trend of Micro and Small (Service) Enterprises established during the pandemic periods is given in Table 9.

Table No 9: Trend of Micro and Small (Service) Enterprises Established during the Pandemic Periods

	Name of the Areas	2017 – 2018 (%)		2018 – 2019 (%)		2019 – 2020 (%)	
		Micro	Small	Micro	Small	Micro	Small
1	Salem	93	74	38	34	11	14
2	Madurai	113	160	44	85	14	13
3	Trichy	100	2	43	150	10	20
4	Coimbatore	25	1	57	200	9	33
5	Chennai	25	0	545	67	32	40

(Sources: Secondary data)

Interpretation: During 2017-2018, in the case of small units, the table shows that establishment of units is the trend. It started with decreased trend and recovered upward movement and journeyed in a consistent way. During 2018 – 2019, the trend started with minor fall and recovered upward movement and again ended with decreased pattern. During 2019-2020, the trend started with minor upward movement and ended with minor slop. During 2017 -2018 the trend shows that it started with decreased trend and recovered upward movement and ended with decreased pattern. During 2018 - 2019 the trend started with decrease and journeyed with minor increase in a consistent manner. During 2019-2020 the trend started with decrease and ended with minor slop in a consistent manner.

Latent Variable Confirmatory Factor Analysis Modelling on Problems and Opportunities of Entrepreneurs during COVID 19

The analysis was carried out to understand the problems and opportunities of the entrepreneurs during the COVID 19 and confirmatory factor model was built using the data collected from the entrepreneurs. Ten problem areas, and eight opportunities areas were identified based on the previous experiences. These areas were given in five-point Likert scale to collect the data from the entrepreneurs to know their opinion on these areas and based on that; the inter-relationship was assessed using the model. The following model was tested using the Analysis of Movement Structure (AMOS). The related view is given in figure no5 and 6.

Figure5: Problems Vs. Opportunities: MSMEs in the Study Area

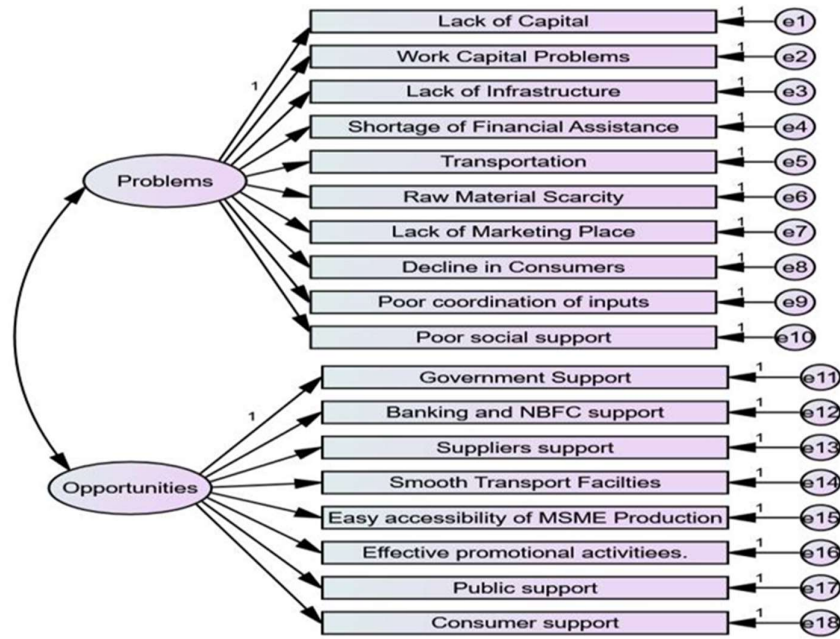
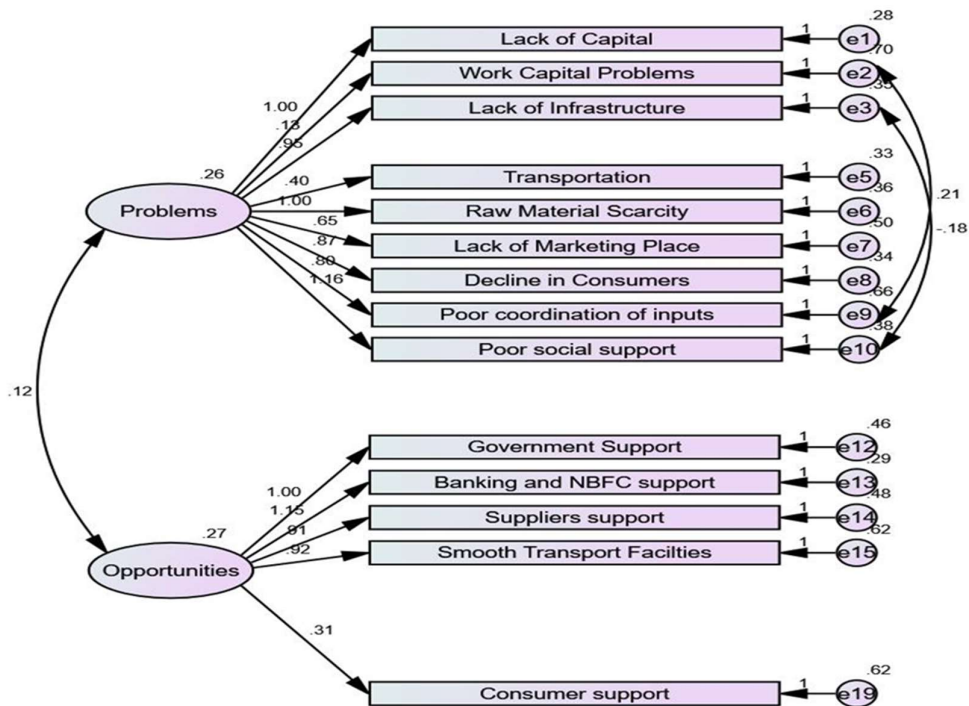


Figure 6: Model Tested



Fit Model

The above model explains the variables that are valid for problems and opportunities for the entrepreneurs during the COVID times. There were three variables removed from the opportunities area that were unrelated to the model and are affecting the model fit. The above model explains the various areas that are fit to the problem areas, and opportunities that were empowering the entrepreneurs during the COVID times. The Maximum Likelihood Estimates-Standardized is given in Table no 10.

Table No 10: Maximum Likelihood Estimates- Standardized

Variable		Factor	Estimate
Lack of Capital	←	Problems	1.000
Working Capital Problems	←	Problems	0.121
Lack of Infrastructure	←	Problems	0.952**
Shortage of Financial	←	Problems	0.305

Variable		Factor	Estimate
Assistance			
Transportation	←	Problems	0.414
Raw Material Scarcity	←	Problems	0.988***
Lack of Marketing Place	←	Problems	0.654
Decline in Consumers	←	Problems	0.874***
Poor coordination of inputs	←	Problems	0.795
Poor social support	←	Problems	1.174***
Government Support	←	Opportunities	1.000
Banking and NBFC support	←	Opportunities	1.149
Suppliers' support	←	Opportunities	0.913
Smooth Transport Facilities	←	Opportunities	0.916
Consumer support	←	Opportunities	0.318

(*** - Indicates significance in relationship)

The above table explains the association between the factors and variables involved in the model. The association between the factor and variables is explained by the standardized estimates which reveal the significant relationship. The cause and effect relationship among the factors and variables are significant which explains the validity of the model. The estimate explains the impact of the variables on the problems and opportunities respectively. The Goodness of Fit Indices is given in Table no 11.

The above table explains that the model based on the problems and opportunities are fit and valid for generalization to assess the quantitative effect of COVID 19 on the entrepreneurs. The seven parameters meet the ideal value found in the literature and tested model is reliable based on the results. This model helps to examine the various problems faced by the entrepreneurs and its overall effect along with the various opportunities that has arisen for the entrepreneurs.

Jack Welch approaches Vs. Required Leadership Qualities

For the purpose of analysis, 53 respondent employees were selected from 50 MSMEs in Tamil Nadu and out of 53 labours, male are 32 and female are 21. 20 to 35 years old employees are 12, 35 to 45 years old employees are 14, 45 to 50 years old employees are 18 and above 50 years old employees are 4. Less than 5 years experienced employees are 11, 5 to 10 years experienced employees are 14, 10 to 15 years experienced employees are 16 and more than 5 years experienced employees are 12. School level educated employees are 26, up-to college level educated employees are 21 and uneducated employees are 6. Out of 29 employees who agreed to maintain cordial relationship with their heads, 25 very highly agreed, 16 highly agreed, 7 moderately agreed, 4 lowly agreed and 1 was very lowly agreed. Out of 16 who having formal relationship with their boss, 7 very highly agreed, 6 highly agreed, 1 moderately agreed, 1 lowly agreed and 1 very lowly agreed. Out of 8 who maintained workable relationship with their boss, 3 very highly agreed, 2 highly agreed, 1 moderately agreed, 2 lowly agreed and no one very lowly agreed.

Out of the total employees, 6 employees highly observed Autocratic leadership qualities with their bosses. 21 employees very highly observed Democratic leadership qualities, 15 observed Consultative leadership qualities and 11 observed Participative quality of leadership style. Out of 53 employees, 17 identified that their leaders are energetic, 13 felt they energize others, 11 were of edging nature and 12 were good at execution in nature. At the same time, 15 employees agreed that their leaders have good quality, likewise, 21 were empathetic in nature, 8 were emotionally intelligent and 9 were E – intellectuals.

In the next stage, the employees evaluated their employers in the aspect of Energy point of view which are described below. Among the 29 factors, 10 factors are related to energy values of their bosses on them, the next 10 factors are about the company and the remaining 9 factors about others.

	1.ENERGY	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	He/He is/He has					
		Employee aspects				
1	Too active	19	11	9	12	2
2	Enthusiastic	17	18	6	9	3
3	Difficult personality	6	18	11	9	9
4	always in fresh mood	21	16	5	7	4
5	A strong mind	19	12	7	9	6
6	A rational thinker	20	6	9	11	7
7	Brave nature	16	18	5	9	5
8	Cheerful	13	17	12	7	4
9	Assertive personality	22	12	9	7	3
10	A multiple talented personality	17	11	12	8	5
		Company Aspects				
11	Never refused additional assignments	15	12	10	13	3
12	A workaholic	16	20	7	8	2
13	Maintains uniform temperament	12	9	12	10	10
14	Maintains frankness	14	19	7	8	5
15	Playing pivotal role	18	14	9	8	4

16	Updating knowledge	17	11	9	10	6
17	Highlights vision and mission	14	15	7	10	7
18	Work simplifying nature	19	13	8	9	4
19	A smart Worker	16	13	12	9	3
20	An effective monitor	11	18	8	9	7
Others Aspects						
21	Motivating others by attitude	10	9	15	14	5
22	Frequently interacting with the people	16	14	9	10	4
23	Reveals appropriate body language	12	11	12	10	8
24	Has commendable voice	13	14	12	9	5
25	Always encouraging others	15	15	10	9	4
26	A good responder	14	12	10	11	6
27	An energy creator	10	16	8	11	8
28	Convincing capacity	16	12	10	11	4
29	An exemplary personality in all aspects	12	14	12	11	4

Among the overall 10 factors related to energy values of their bosses on them, 16.9 percent employees highly agreed, 13.9 percent employees agreed, 8.5 percent employees neither agreed nor disagreed, 8.8 percent employees disagreed and 4.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are too active, enthusiastic, have difficult personality, are always in fresh mood, have strong mind, are rational thinkers, brave in nature, cheerful, assertive and multiple talented personality.

Among the overall 10 factors related to energy values of their bosses on the company, 14.9 percent employees highly agreed, 14.4 percent employees agreed, 9 percent employees neither agreed nor disagreed, 9.4 percent employees disagreed and 5.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses never refused additional assignments, are workaholic persons, they maintain uniform temperament, maintaining frankness, play pivotal role, update knowledge, highlight vision and mission, have work simplifying nature, are smart workers and effective monitors.

Among the overall 9 factors related to energy values of their bosses on others, 12.7 percent employees highly agreed, 13 percent employees agreed, 10.8 percent employees neither agreed nor disagreed, 10.6 percent employees disagreed and 5.6 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses motivate others by attitude, frequently interacts with the people, reveal appropriate body language, have commendable voice, always encourage others, are good responders, energy creators, have convincing capacity and are exemplary personality in all aspects. The overall view about Energy values of employers that maximum employees were satisfied with employers in the energy aspects.

In the next stage, the employees evaluated their employers in the aspect of energizing others which were described below. Among the 30 factors, 4 factors are related in what way employers energized employees, and the next 11 factors are about the company and the remaining 15 factors about others.

	2. ENERGIZE others	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	He/He is/Hehas					
		Employee Aspects				
1	Creates good working atmosphere	17	11	9	12	4
2	Maintains good manners	18	12	11	9	3
3	Keeps good human relationship	14	11	10	11	7
4	Makes less mistake	15	12	11	9	6
		Company Aspects				
5	Fits right persons in the right jobs	13	11	12	13	4
6	A good facilitator	15	12	9	14	3
7	Gives group priority always	21	15	8	6	3
8	Integrates different views into one	15	12	11	10	5
9	A flawless communicator	16	17	9	6	5
10	Enforcing responsibility & accountability	18	13	5	8	9
11	Connecting human beings effectively	16	12	11	8	6
12	Converts unskilled into skilled	16	13	11	6	7
13	Effectively leads towards the goal	17	11	9	11	5
14	A good mediator between top and low	14	14	11	8	6
15	Inspires the team to act and perform well	17	15	9	10	2
		Others Aspects				
16	Identifies skill	12	9	13	11	8
17	Identifies mistakes and rectifies	19	12	11	7	4
18	Confidence- injector	13	9	14	12	5
19	Shares all achievements	16	12	11	9	5
20	Gives individual attention	11	16	12	10	4
21	An effective Educator	14	11	8	11	9
22	A problem- solver	13	12	9	12	7
23	Never entertains divide and rule policy	13	7	12	11	10
24	Patiently explains	14	9	14	12	4
25	Appreciates timely	15	9	13	11	5
26	Guides properly	16	12	11	9	5
27	Maintains secret	20	10	9	8	6
28.	Building strength rather than focusing on weakness	16	12	10	8	7
29	Makes them feel like part of a successful team	18	16	9	6	4
30	Gives award & rewards when things go right	16	11	9	11	6

Among the overall 4 factors related to energizing employees, 16 percent employees highly agreed, 11.5 percent employees agreed, 10.25 percent employees neither agreed nor disagreed, 10.25 percent employees disagreed and 5 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses create good working atmosphere, maintain good

manners, maintained good human relationship and makes less mistake.

Among the overall 11 factors related to energize the company, 16 percent employees highly agreed, 13 percent employees agreed, 9.3 percent employees neither agreed nor disagreed, 8.9 percent employees disagreed and 4.8 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses fit the right persons in the right jobs, enough are good facilitators, give group priority always, integrate different views into one, are flawless communicators, they enforce responsibility & accountability, connect human beings effectively, convert unskilled into skilled, effectively lead the groups towards the goal, are good mediators between top and low and they inspire the team to act perform well.

Among the overall 15 factors related to energizing others, 14.9 percent employees highly agreed, 11.1 percent employees agreed, 11 percent employees neither agreed nor disagreed, 10 percent employees disagreed and 5.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses identify skill, identify mistake and rectify, are confidence-injectors, they share all achievements, give individual attention, are effective educators, problem-solves, they never entertain divide and rule-policy, patiently explain, appreciate timely, guide properly, maintain secret, are building strength rather than focusing on weakness, making them feel like part of a successful team and they give award & rewards when things go right.

In the next stage, the employees evaluated their employers in the aspect of Edge values which were described below. Among the 26 factors, 9 factors are related to edge values of employers on employees, and next the 14 factors are company and the remaining 3 factors are about the others.

	3.EDGE (competiveness & decision making skill)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	He/ He is/He has					
		Employee Aspects				
1	A scientific decision-maker	18	12	10	9	4
2	A critical evaluator	12	15	9	6	11
3	Looks people in the eye and tells them the truth	21	16	7	7	2
4	Justifies reason - success and failures	15	9	8	9	12
5	Believes experience gives strong results	19	12	9	6	7
6	Also believes, too much of vassals create unnecessary noise	22	11	6	8	6
7	Adopted the concept of taking much time to sharpen the axe than taking time to cut the tree - for all kind of decision-making.	19	11	7	8	8
8	Gives importance to human values rather than monetary values	19	12	7	6	9
9	Gives importance for time duration based on the nature of decision making	23	11	4	10	5
		Company Aspects				
10	Makes timely decisions	16	14	7	13	3
11	Changes their daily plan, when	17	15	9	8	4

	required					
12	Takes ownership and responsibility for things that go wrong	23	13	7	5	5
13	Identifies new ideas, markets and opportunities	19	13	7	6	8
14	Takes calculated risks	19	13	9	6	6
15	Measures cause and effects	21	16	7	8	1
16	Deals well with changes	19	11	8	6	9
17	Tackles problems head on	19	16	8	5	5
18	A good strategy planner	17	15	9	7	5
19	A problems- analyzer	16	14	11	8	4
20	Takes major decision based on expertise	22	13	6	7	5
21	Constructs well blue print before taking any kind of decision.	16	14	8	13	2
22	Clearly defines the consequences of the decision-making	23	11	9	8	2
23	Strongly believes that, timely decision only can lead the organization in the right way	20	14	9	5	5
		Others Aspects				
24	Removes non-performers or	18	12	9	13	1
25	Warns, educates and retains	18	10	8	15	2
26	Encourages others to take risks, and reward them for trying.	24	13	7	6	3

Among the overall 4 factors related to Edge values on employees, 18.5 percent employees highly agreed, 12.1 percent employees agreed, 7.4 percent employees neither agreed nor disagreed, 7.7 percent employees disagreed and 7.1 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are scientific decision makers, critical evaluators, look people in the eye and tell them the truth, justify reason - success and failures, believe experience gives strong results, also believe, too much of vassals create unnecessary noise, adopt the concept of taking much time to sharpen the axe than time taking to cut the tree - for all kind of decision-making, give importance to human values rather than monetary values and give importance for time duration based on the nature of decision-making.

Among the overall 14 factors related to edge values on the company, 19 percent employees highly agreed, 13.7 percent employees agreed, 8.1 percent employees neither agreed nor disagreed, 7.5 percent employees disagreed and 4.5 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses make timely decisions, change their daily plan, when required, take ownership and responsibility for things that go wrong, identify new ideas, markets and opportunities, take calculated risks, measure cause and effects, deal well with changes, tackle problems head on, are good strategy planners, problems-analyzers, take major decision based on expertise, construct well blue print before taking any kind of decision, clearly define the consequences of decision-making and strongly believe that, timely decision only can lead the organization in the right way.

Among the overall 3 factors related to edge values on others, 19 percent employees highly agreed, 11.6 percent employees agreed, 8 percent employees neither agreed nor disagreed, 12 percent

employees disagreed and 2.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses remove non-performers or warn and educate and retain and encourage others to take risks and reward them for trying.

In the next stage, the employees evaluated their employers in the aspect of execution values which were described below. Among the 23 factors, 4 factors are related to execution values of employers on employees, and the next 13 factors are about the company and the remaining 6 factors are about others.

	4. EXECUTION	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	He/ He is / He has					
		Employee Aspects				
1	Successfully meets the competitive environment.	20	11	10	8	4
2	Efficiently handles the competition.	19	13	7	9	5
3	Well-planned to beat future competitors.	23	15	5	4	6
4	Feels competitors are stronger and it is not easy to beat them unless well-planned.	22	11	8	7	5
		Company Aspects				
5	Explains periodically the strength and weakness of the competitors.	15	13	8	12	5
6	Explains the strength and weakness of the competitors' product periodically.	19	13	7	8	6
7	Rightly points out the need of the consumers periodically.	22	14	6	5	6
8	Educates the strength and weakness of their own product which survives in the market periodically.	21	14	7	6	5
9	Identifies and indicates the fussy consumers periodically.	20	12	9	6	6
10	Emphasizes the significance of product development periodically.	27	12	7	5	2
11	Explains the status of market condition periodically.	21	14	6	8	4
12	Presents the view of production in the past, present and future periodically.	23	19	5	4	2
13	Effectively reduces the departmental expenses.	13	19	7	9	5
14	Periodically reveals the monetary status.	18	14	9	4	8
15	Appraises periodically.	22	13	8	6	4
16	Applicable capacity	24	14	8	5	2
17	Performs differently	24	16	5	6	2
		Others Aspects				

18	Evaluates the difference between planning and execution.	28	15	7	2	1
19	Gives special attention to weak performers and evaluates their performances periodically.	19	16	9	5	4
20	Arranges meeting and explains the status periodically.	25	18	5	3	2
21	Provides training and interactive course periodically.	22	14	7	6	4
22	Measures group and individual performance periodically.	27	14	5	4	3
23	Concentrates on weak performers.	26	16	7	3	1

Among the overall 4 factors related to Execution values on employees, 20 percent employees highly agreed, 12.5 percent employees agreed, 7.5 percent employees neither agreed nor disagreed, 7.2 percent employees disagreed and 5.2 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are the execution values of successfully meeting the competitive environment, efficiently handling the competition, are well-planned to beat future competitors and they feel competitors are stronger and it is not easy to beat them unless well-planned.

Among the overall 14 factors related to Execution values on the company, 21.0 percent employees highly agreed, 14.3 percent employees agreed, 7.0 percent employees neither agreed nor disagreed, 6.6 percent employees disagreed and 4.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses explain periodically the strength and weakness of the competitors, explain the strength and weakness of the competitors' product periodically, rightly point out the need of the consumers periodically, educate the strength and weakness of their own product which survives in the market periodically, identify and indicate the fussed consumers periodically, emphasize the significance of product development periodically, explain the status of market condition periodically, present the view of production in the past, present and future periodically, effectively reduce the departmental expenses, periodically reveal the monetary status, appraise periodically, applicable capacity and perform differently.

Among the overall 6 factors related to Execution values on the others, 24.1 percent employees highly agreed, 15.5 percent employees agreed, 6.6 percent employees neither agreed nor disagreed, 3.8 percent employees disagreed and 2.8 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses evaluate the difference between planning and execution, give special attention to weak performers and evaluate their performances periodically, arrange the meeting and explain the status periodically, provide training and interactive course periodically, measure group and individual performance periodically and concentrate on weak performers.

In the next stage, the employees evaluated their employers in the aspect of Empathy values which were described below. Among the 29 factors, 5 factors are related to empathy values of employers on employees, and the next 12 factors are about the company and the remaining 12 factors are about the others.

	5. Empathy	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	He / He is/ He has	Employee Aspects				
1	A kind personality	25	13	8	2	5
2	An easily approachable personality	24	13	7	3	6
3	A God-fearing personality	28	14	6	5	0
4	A principled man	27	14	7	0	5
5	Respects all kind of human beings	26	12	9	6	0
		Company Aspects				
6	Never creates panic	25	13	8	2	5
7	A good listener	24	13	7	6	3
8	Passionate about the working environment	27	14	6	0	6
9	A harmless person	26	14	7	6	0
10	A positive thinker	29	12	0	6	6
11	A honest person	32	12	6	1	2
12	A sincere and dedicated personality	28	14	6	1	4
13	A reasonable-excuser	26	19	5	1	2
14	Tolerates personality	21	19	7	1	5
15	Maintaining uniformity in respect of talking and acting	26	14	1	4	8
16	A truthful person	30	13	0	6	4
17	Entertain workers participation in management	37	11	1	2	2
		Others Aspects				
18	Reasonably emotional	27	13	8	2	3
19	Helping tendency	25	13	7	2	6
20	Acting as a speaker for others	28	14	0	5	6
21	A representative of workers	26	14	2	6	5
22	Understands about the worker's feelings and pain	28	12	1	6	6
23	Assisting character	30	12	4	5	2
24	Friendly approaching nature	25	14	2	8	4
25	Egoless	22	19	5	4	3
26	Fights against all kinds of inequality	22	19	7	0	5
27	Never creates conflict among the workers	22	14	5	4	8
28	Takes care of female workers too	29	13	1	6	4
29	A simple and submissive person	37	13	1	1	1

Among the overall 5 factors related to Empathy values on employees, 26 percent employees highly agreed, 13.2 percent employees agreed, 7.4 percent employees neither agreed nor disagreed, 3.2 percent employees disagreed and 3.2 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are having the Empathy values of kind personality, easily approachable personality, god-fearing personality, are principled men and they respect all kind of human beings.

Among the overall 12 factors related to Empathy values on the company, 27.5 percent employees

highly agreed, 14 percent employees agreed, 4.5 percent employees neither agreed nor disagreed, 3 percent employees disagreed and 3.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses create never panic, are good listeners, passionate about the working environment, harmless persons, positive thinkers, honest persons, sincere and dedicated personality, reasonable excusers, they are tolerating personality, they maintain uniformity in respect of talking and acting, are truthful persons and they entertain worker's participation in management.

Among the overall 12 factors related to Empathy values on the others, 26.6 percent employees highly agreed, 14.1 percent employees agreed, 3.5 percent employees neither agreed nor disagreed, 4.0 percent employees disagreed and 4.4 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are reasonably emotional, having helping tendency, they act as speakers for others, are representative of workers, they understand the worker's feelings and pain, have assisting character, friendly approaching nature, are egoless, they fight against all kinds of inequality, never create conflict among the workers, take care of female workers too and are simple and submissive persons.

Identification of Predominated Factors

Values	Role on	Predominated Factors
Energy	Employee Aspects	Has assertive personality
		Is always in fresh mood
		Is a rational thinker
	Company Aspects	Has work simplifying nature
		Is playing pivotal role
		Is updating knowledge
	Others Aspects	Is always encouraging others
		Is a good responder
		Has a commendable voice
Energize others	Employee Aspects	Maintains good manners
		Creates good working atmosphere
		Makes less mistake
	Company Aspects	Gives group priority always
		Is enforcing responsibility & accountability
		Effectively leads the groups towards the goal
	Others Aspects	Secret maintains
		Identifies mistakes and rectifies
		Make them feel like part of a successful team
Edge (competiveness & decision making skill)	Employee Aspects	Gives importance for time duration based on the nature of decision-making
		Also believes, too much of vassals create unnecessary noise
		Looks people in the eye and tells them the truth
	Company Aspects	Takes ownership and responsibility for things that go wrong

		Clearly defines the consequences of decision-making	
		Takes major decision based on expertise	
	Others Aspects	Encourages others to take risks, and reward them for trying.	
		Removes non-performers or Warns, educates and retains	
Execution	Employee Aspects	Feels competitors are stronger and it is not easy to beat them unless well-planned.	
		Is well-planned to beat future competitors	
		Successfully meets the competitive environment.	
	Company Aspects	Applicable capacity	
		Emphasizes the significance of product development periodically.	
		Performs differently	
	Others Aspects	Evaluates the difference between planning and execution.	
		Measures group and individual performance periodically.	
		Concentrates on weak performers.	
	Empathy	Employee Aspects	Has a god-fearing personality
			Is a principled man
			Respects all kind of human beings
Company Aspects		Entertains worker's participation in management	
		Is a honest person	
		Is a truthful person	
Others Aspects		Is a simple and submissive person	
		Has assisting character	
		Takes care of female workers too	

Findings: The employees identified qualities of employers from energy point of view. The employees' expectations from employers' side are assertive personality, should always be in fresh mood, should be rational thinkers, should have work simplifying nature, should be playing pivotal role, updating knowledge, should always encourage others, should be good responders and should have commendable voice. In energizing others they should maintain good mannerism, create good working atmosphere, make less mistakes, give group priority always, enforce responsibility & accountability, effectively lead the groups towards the goal, maintain secret, identify mistakes and rectify and make them feel like part of a successful team. From edge (competitiveness & decision-making skill) point of view, give importance for time duration based on the nature of decision-making, also believe, too much of vassals create unnecessary noise, look people in the eye and tell them the truth, take ownership and responsibility for things that go wrong, clearly define the consequences of the decision-making, take major decision based on expertise,

encourage others to take risks, and reward them for trying, remove non-performers or warn, educate and retain them. In execution aspects, they should feel that competitors are stronger and it is not easy to beat them unless well-planned, should be well-planned to beat future competitors, should successfully meet the competitive environment, applicable capacity, emphasize the significance of product development periodically, perform differently, evaluate the difference between planning and execution, measure group and individual performance periodically and concentrate on weak performers. In empathy aspects, they should have god-fear personality, should be principled men, should respect all kind of human beings, entertain workers' participation in management, honest persons, truthful-persons, simple and submissive persons, and of assisting character, and should take care of female workers too.

Specific Suggestions: Hence, the proprietors asked their managers to maintain the above mentioned qualities referenced by their employees so as not only to maintain their relationship but also to improve the production volumes.

Suggestions and Conclusion

Pressures invariably accelerate change. The pandemic inspired changes have led the MSMEs in new directions. The turbulent era has made the MSMEs realize the need to learn and adapt different strategies and different skill-sets to cope with the set-back. The devastation wrought on MSMEs has made them head towards technology, opting for digital transformation, moving their aspiration to reality. Fuelled by positive outlook, the MSMEs are slowly picking up by opting for diversification and hybrid industry. They have schooled themselves to accept retraining. With adaptable mindset, they have created skill-hub for learning to rethink how they are going to work. Through daunting, it is feasible to tackle the key challenges and to mitigate the economic crisis. Post-crisis may lead to a robust era of resilience that the MSMEs may get reinvigorated and bounce back from the abyss into which they have fallen.

“Action without planning is fatal, planning without action is futile”. As per the study, in Tamil Nadu, entrepreneurs in MSMEs don't have sufficient planning and execution techniques. Hence without proper follow-up action they can't successfully lead their business not only during the pandemic period but also during regular periods. They try to avoid blaming the banks and Government. Instead of that, they should improve their performance level through the Jack Welch approaches. More over the Government and banks have introduced many effective schemes and are ready to provide maximum financial support to improve MSMEs in all aspects.

But many MSMEs in Tamil Nadu collapsed because of their mismanagement. Hence, the study has strongly suggested that when the MSMEs improve their administrative capacity and efficiency, they can escape from unnecessary termination of business. Moreover, the diversity and identifying innovative products help them to face their competitors and can sustain in the market forever. The micro and small entrepreneurs must have tie-ups with medium enterprises so as to increase their administrative and marketing skill to manage any kind of pandemic periods. In addition

1. It is important to create awareness in the minds of MSME units regarding the financial assistance announced for them by Government of India and Ministry of Finance and the Reserve Bank of India, especially in this pandemic period.
2. The follow-up measures after sanctioning the loan to the MSME units are more important.

3. Extension of period of repayment of loan enjoyed by MSME units if possible.
4. Waiver of interest and interest on interest on loans enjoyed by the MSME units if reasonable.
5. The bankers and the non- banking financial companies are also afraid of mounting bad debts and default in repayment which is a “Sword of Damocles” as far as the financial institutions are concerned.
6. To ameliorate the above fear factors, Government can announce the collaterals such as guarantee loan (Letter of Credits) in favour of MSMEs if possible.
7. To facilitate overcoming the teething troubles practised by the MSMEs during the Covid pandemic periods, they must modify the overall strategies related to administrative aspects, particularly, Jack Welch approaches.

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