

Evaluating The Impact Of Overall Business Success Among Second-Generation Entrepreneurs In The Silk Handloom Industrywith Reference To Sirumugai In Coimbatore

Ramasubramaniam P ^{1*}, Dr. Annapoorani², Dr. Hariharasudhan³

¹Research Scholar, CMS institute of Management Studies,

²Associate Professor, CMS institute of Management Studies,

³Scientist □ B, Central Silk Board

ABSTRACT

The silk handloom industry holds a significant place in India's cultural. In regions like Sirumugai in Coimbatore, known for its exquisite silk weaving heritage, the industry continues to serve as a vital source of livelihood for numerous artisan families. This study seeks to address this gap by evaluating the combined impact of critical business factors on both financial growth and personal satisfaction, offering valuable insights for policymakers, industry stakeholders, and aspiring entrepreneurs. This study adopts a descriptive and analytical research design. The sample size of 381 respondents ensures both statistical significance and representation of the demographic and business diversity present within Sirumugai's silk handloom sector, allowing the study to draw valid and meaningful conclusions. Tools used for the study are Descriptive Statistics, Correlation and Multiple Regression. This model confirms that market share, sustainability practices, and revenue growth significantly influence personal entrepreneurial satisfaction, explaining just over 51% of its variation.

Keywords: Silk, Handloom, Entrepreneurs, Growth, Satisfaction, etc

1. INTRODUCTION:

Industries play a pivotal role in the development of an economy. High industrialisation contributes to a faster economic development. In the Indian context, small scale industries play an important role as it creates employment to millions and also contributes to equitable distribution of income¹. Among the various industries, the handloom industry contribute a major share to industrial income and play a major role in export earnings². However, there are some structural weaknesses embedded in these industries which result in low income and eventually in poor standard of living of the weavers depending on these industries³. This in turn have influence on the future level of living of the dependents from the families of these weavers⁴. The silk handloom industry holds a significant place in India's cultural and economic fabric, blending traditional craftsmanship with local enterprise. In regions like Sirumugai in Coimbatore, known for its exquisite silk weaving heritage, the industry continues to serve as a vital source of livelihood for numerous artisan families. Second-generation entrepreneurs in the silk handloom sector are uniquely positioned - they are often more educated, tech-savvy, and exposed to contemporary market trends compared to their predecessors. This new generation brings with it the potential to transform traditional practices through the adoption of innovation, branding, sustainability, and improved working conditions, while still preserving the cultural and artisan essence of silk weaving. However, their success depends on a multitude of interrelated factors such as revenue generation, market recognition, technological adaptation, fair labor practices, and personal satisfaction, all of which

contribute to a holistic measure of overall business success. This study aims to evaluate the impact of overall business success among second-generation entrepreneurs in Sirumugai's silk handloom industry.

2. STATEMENT OF THE PROBLEM:

The traditional silk handloom industry, while culturally rich and economically significant, faces several structural and operational challenges□ranging from declining demand for handmade products to increased competition from mechanized production. In regions like Sirumugai, where silk weaving has been a generational occupation, many first-generation entrepreneurs built their enterprises based on inherited knowledge and localized trade practices. However, the sustainability and growth of these businesses now rest on the shoulders of second-generation entrepreneurs who must navigate a complex business environment that demands innovation, digital engagement, market expansion, and ethical labor management. Despite the availability of support schemes and modernization efforts, there is limited empirical understanding of how these younger entrepreneurs are actually performing and whether their ventures are achieving comprehensive business success. The lack of research focusing on these multidimensional outcomes among this specific group in Sirumugai presents a significant knowledge gap. This study seeks to address this gap by evaluating the combined impact of critical business factors on both financial growth and personal satisfaction, offering valuable insights for policymakers, industry stakeholders, and aspiring entrepreneurs.

3. OBJECTIVE OF THE STUDY

To assess the impact of overall business success among second-generation entrepreneurs in the silk handloom industry

4. RESEARCH METHODOLOGY:

This study adopts a descriptive and analytical research design to evaluate the impact of overall business success among second-generation entrepreneurs in the silk handloom industry, with specific reference to Sirumugai in Coimbatore district, a region renowned for its concentration of traditional silk handloom weaving units. The target population comprises second-generation entrepreneurial weavers who have taken over or currently manage family-owned handloom businesses. Given the area's rich legacy and the substantial presence of such entrepreneurs, the study employed a structured questionnaire to gather data on various dimensions including revenue and profit growth, market share, innovation, labor practices, sustainability, and personal satisfaction.

The sample size of 381 respondents was determined using statistical sampling methods, ensuring a confidence level of 95% and a margin of error of approximately 5%, which is considered adequate for generalizing findings within a finite population. According to informal records and estimates from local cooperative societies, artisan clusters, and entrepreneur associations, Sirumugai has an active population of over 5,000 handloom weavers, out of which a considerable proportion represents second-generation entrepreneurs. The sample was selected using purposive sampling to specifically target individuals who meet the criteria of second-generation ownership or management. This sample size ensures both statistical significance and representation of the demographic and business diversity present within Sirumugai's silk handloom sector, allowing the study to draw valid and meaningful conclusions. Tools used for the study are Descriptive Statistics, Correlation and Multiple Regression.

5. SCOPE OF THE STUDY:

The present study focuses on evaluating the overall business success of second-generation entrepreneurs in the silk handloom industry of Sirumugai, a well-known weaving hub in Coimbatore district. The scope encompasses a comprehensive analysis of both financial indicators such as revenue and profit growth, and non-financial factors including market share, brand recognition, innovation and technology adoption, fair labor practices, sustainable production, and personal entrepreneurial satisfaction. The study is limited to enterprises led by second-generation entrepreneurs who have either taken over or expanded upon family-run businesses, thereby reflecting the generational shift in leadership and business outlook. Data is collected from these entrepreneurs to assess how traditional values and modern strategies coexist and influence their business performance. While the geographical focus is confined to Sirumugai, the insights generated may have broader relevance for other traditional textile clusters undergoing similar generational transitions in India.

6. LIMITATIONS OF THE STUDY:

The study is geographically limited to Sirumugai in Coimbatore district, which may restrict the generalizability of the findings to other silk handloom clusters with different socio-economic or cultural dynamics. The study focuses primarily on current business performance and perceptions, without a detailed longitudinal analysis, thereby limiting insights into the long-term impact of generational transition and evolving business strategies.

7. ANALYSIS AND RESULTS

The data collected from 381 second-generation entrepreneurs in the silk handloom industry of Sirumugai was systematically analyzed to evaluate the factors influencing their overall business success. The analysis aimed to capture both quantitative measures of financial performance—such as revenue and profit growth—and qualitative aspects like market presence, innovation, labor practices, sustainability, and personal satisfaction. Descriptive statistics were used to summarize respondent characteristics and key business indicators, while correlation and multiple regression analyses were employed to assess the strength and significance of relationships between the influencing factors and business success outcomes. The results offer valuable insights into how modern business practices are shaping traditional enterprises, highlighting the key drivers and challenges faced by second-generation entrepreneurs in sustaining and scaling their family-run handloom businesses.

MARKET SHARE AND BRAND RECOGNITION

The frequency distribution of responses indicates that a considerable proportion of respondents perceived their handloom business as having a notable presence in the market, with **66.66% (Agree + Strongly Agree)** acknowledging significant market share. Similarly, **59.85%** agreed that strong brand recognition has positively contributed to their enterprise's success. A majority of respondents (**48.03%**) also agreed that effective business strategies enhance market share. However, when it comes to actively working to increase brand recognition and market share, **only 35.43%** agreed or strongly agreed, while a substantial **44.88%** remained neutral—possibly indicating a passive approach or uncertainty in branding efforts. Disagreement responses across the items remained relatively low, highlighting overall positive or neutral tendencies.

Table1: Market Share and Brand Recognition

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My handloom business has gained a significant market share in the industry.	3.84 (0.877)	6	12	109	163	91
		1.57%	3.15%	28.61%	42.78%	23.88%

Strong brand recognition gained a significant market share contributing to the success of my enterprise.	3.66 (1.146)	23 6.04 %	34 8.92 %	96 25.2 0%	124 32.5 5%	104 27.3 0%
Effective business strategies elevates positive market share.	3.42 (1.195)	27 7.09 %	56 14.7 0%	115 30.1 8%	95 24.9 3%	88 23.1 0%
I actively work to increase brand recognition and market share.	3.14 (0.926)	24 6.30 %	51 13.3 9%	171 44.8 8%	118 30.9 7%	17 4.46 %
Reliability Statistics	Cronbach's Alpha=0.702					

The mean scores across the four items range from **3.14 to 3.84**, indicating moderate to high levels of agreement regarding market share and brand recognition. The highest mean (M=3.84, SD=0.877) was observed for the item stating that the business gained a significant market share, reflecting strong consensus among respondents. The lowest mean (M=3.14, SD=0.926) was recorded for actively working to increase brand recognition, with most responses clustering around the neutral mark, suggesting lower engagement in proactive branding. Standard deviations ranged between **0.877 and 1.195**, reflecting moderate variation in responses, with the highest variability observed in perceptions of business strategies and brand-driven market share gains.

INNOVATION, TECHNOLOGY ADOPTION AND CREATIVITY

The frequency distribution reveals that a majority of respondents recognize the importance of innovation and technology in their handloom enterprises. Specifically, 58.27% of participants agreed or strongly agreed that fresh design innovation is key to product uniqueness and competitiveness. Similarly, 43.84% acknowledged prioritizing innovative production methods, though a notable 33.60% remained neutral, indicating possible uncertainty or limited implementation. Regarding the active embrace of new technologies, 42% expressed agreement, but a relatively high 35.70% remained neutral. Disagreement levels across the items ranged from approximately 16.27% to 22.31%, suggesting that while a substantial portion is innovation-inclined, a significant number are either hesitant or indifferent toward technological integration.

Table 2: Innovation, Technology Adoption and Creativity

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Fresh design innovation of my enterprise is a key focus for product uniqueness contributing to stay ahead.	3.54 (1.193)	38 9.97 %	24 6.30 %	97 25.46 %	137 35.96 %	85 22.31 %
Adoption of innovative production methods is a priority in my handloom business.	3.23 (1.140)	40 10.50 %	46 12.07 %	128 33.60 %	120 31.50 %	47 12.34 %
I actively embrace new technologies to enhance efficiency of my handloom production.	3.20 (1.143)	44 11.55 %	41 10.76 %	136 35.70 %	115 30.18 %	45 11.81 %
Reliability Statistics	Cronbach's Alpha=0.903					

The mean scores for the items on innovation, technology adoption, and creativity range from 3.20 to 3.54, indicating moderate agreement among respondents. The highest mean (M=3.54, SD=1.193) was recorded for the focus on fresh design innovation, implying that product uniqueness is widely regarded as important. The lowest mean values were for adopting innovative production methods (M=3.23, SD=1.140) and embracing new technologies (M=3.20, SD=1.143), reflecting comparatively lower enthusiasm or readiness for technological transformation. The standard deviations are moderately high (around 1.14 to 1.19), indicating diverse opinions and varied levels of innovation engagement across the sample.

FAIR WAGES AND WORKING CONDITIONS FOR WEAVERS

Table 3: Fair Wages and Working Conditions for Weavers

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I prioritize providing fair wages and favorable working conditions for weavers.	3.44 (0.949)	18 4.72 %	29 7.61 %	141 37.01 %	152 39.90 %	41 10.76 %
Fair wages and working conditions are integral to the success of my handloom enterprise.	3.75 (0.718)	4 1.05 %	9 2.36 %	107 28.08 %	220 57.74 %	41 10.76 %
Continuous efforts ensured for weavers with good working conditions	3.70 (0.795)	3 0.79 %	7 1.84 %	155 40.68 %	152 39.90 %	64 16.80 %
	3.34	3	71	149	109	49

Compensation in line with industry standards.	(0.951)	0.79%	18.64%	39.11%	28.61%	12.86%
Reliability Statistics	Cronbach's Alpha=0.782					

The frequency distribution reveals a generally positive perception among respondents regarding fair wages and working conditions for weavers. A majority (50.66%) agree or strongly agree that they prioritize these aspects, while 47.51% are neutral or disagree, indicating room for improvement in implementation. Notably, 68.50% of respondents strongly agree or agree that fair compensation and work conditions are integral to the enterprise's success, showing strong acknowledgment of their importance. Similarly, 56.70% affirmed continuous efforts to maintain good working conditions, although a large 40.68% remained neutral. For compensation aligned with industry standards, only 41.47% expressed agreement, while a considerable 57.75% either disagreed or remained neutral, suggesting a gap between ideals and practice in wage parity.

The mean values range from 3.34 to 3.75, reflecting a moderate to high level of agreement across the items. The highest mean (M=3.75, SD=0.718) was observed for the belief that fair wages and working conditions are integral to enterprise success□indicating strong consensus. This is followed closely by sustained efforts for providing good working conditions (M=3.70, SD=0.795). The lowest mean (M=3.34, SD=0.951) is seen in the item on compensating in line with industry standards, showing less agreement and greater variability. Standard deviations are generally low to moderate (ranging from 0.718 to 0.951), implying that most responses were concentrated around the mean with some diversity in opinions, especially concerning actual wage parity.

USE OF SUSTAINABLE MATERIALS AND PRODUCTION PRACTICES

The frequency distribution indicates a generally positive but mixed perception regarding the use of sustainable materials and practices in handloom businesses. For the item on crafting products using sustainable materials, 55.64% of respondents agreed or strongly agreed, while 19.16% disagreed, and 25.20% remained neutral. Similarly, 59.58% agreed that sustainability guides their production practices, reflecting a stronger commitment to eco-friendly operations. However, when it comes to the active promotion of sourcing and using eco-friendly materials, only 47.51% expressed agreement, while 30.45% were neutral and 22.05% disagreed. These responses suggest that while there is a general inclination towards sustainability, the level of active promotion and implementation varies across enterprises.

The mean scores for the three items range from 3.29 to 3.59, indicating moderate agreement toward sustainability practices. The highest mean (M=3.59, SD=1.159) is observed for the item stating that sustainability is a guiding principle, highlighting that many respondents align their business values with eco-friendly goals.

Table 4: Use of Sustainable Materials and Production Practices

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My handloom products are crafted using sustainable materials.	3.49 (1.139)	26	47	96	138	74
		6.82%	12.34%	25.20%	36.22%	19.42%
Sustainability is a guiding principle in the production practices of my business.	3.59 (1.159)	24	46	84	136	91
		6.30%	12.07%	22.05%	35.70%	23.88%
The sourcing and use of eco-friendly materials actively promoted in my handloom enterprise.	3.29 (1.181)	43	41	116	125	56
		11.29%	10.76%	30.45%	32.81%	14.70%
Reliability Statistics	Cronbach's Alpha=0.813					

A slightly lower mean (M=3.49, SD=1.139) corresponds to the use of sustainable materials in crafting handloom products. The lowest mean (M=3.29, SD=1.181) is associated with the active promotion of eco-friendly sourcing, reflecting less consistent practices in that area. The standard deviations across all items (ranging from 1.139 to 1.181) indicate moderate variability, suggesting a mix of strong supporters and hesitant adopters within the respondent group.

REVENUE AND PROFIT GROWTH

The frequency distribution suggests that a large majority of handloom entrepreneurs have observed positive business and financial outcomes. For instance, 70.34% of respondents agreed or strongly agreed that they experienced good business performance over time, with only 2.36% expressing disagreement. Similarly, 59.84% agreed that their revenue and profitability have steadily improved, though 37.01% remained neutral, possibly indicating moderate or fluctuating growth for some. Additionally, 66.93% affirmed that their financial performance aligns with anticipated revenue growth, showing confidence in their enterprise's financial trajectory. Disagreement across all items was remarkably low, indicating widespread optimism regarding revenue and profit trends.

Table 5: Revenue and Profit Growth

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	3.86	6	3	104	192	76

I have experienced a good business performance over time.	(0.793)	1.57%	0.79%	27.30%	50.39%	19.95%
The revenue and profit grows and improves profitability of my handloom enterprise steadily over the years.	3.69 (0.777)	1.31%	1.84%	37.01%	46.19%	13.65%
As anticipated the financial performance reflects positive revenue growth of my enterprise.	3.80 (0.736)	1.05%	0.52%	31.50%	51.71%	15.22%
Reliability Statistics	Cronbach's Alpha=0.876					

The mean values across all three items are relatively high, ranging from 3.69 to 3.86, indicating a strong level of agreement among respondents about their enterprise's financial growth. The highest mean (M=3.86, SD=0.793) is linked to the perception of sustained good business performance, reflecting broad satisfaction with past and present outcomes. The lowest mean (M=3.69, SD=0.777) is associated with revenue and profitability growth over the years, suggesting that while the trend is positive, it may not be uniform for all. The standard deviations are relatively low (ranging from 0.736 to 0.793), suggesting that responses are closely clustered around the mean, indicating a high degree of consensus.

PERSONAL ENTREPRENEURIAL SATISFACTION

Table 6: Personal Entrepreneurial Satisfaction

Items	Mean (SD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel a successful achievement brings a deep sense of fulfillment in my handloom enterprise.	3.39 (1.039)	21.51%	47.34%	12.33%	13.96%	5.12%

Table 7: Correlation between Influencing Factors and Personal Entrepreneurial Satisfaction

Constructs	Mean	SD	r	Sig.	N
Personal Entrepreneurial Satisfaction	13.81	3.177	1.000	--	381
Market Share and Brand Recognition	14.06	3.038	.469	.000	
Innovation, Technology Adoption and Creativity	9.973	3.182	.590	.000	

I maintain overall well-being and a healthy work-life balance of my workforce in my business.	3.62 (1.123)	25.65%	25.65%	114.29%	122.02%	95.24%
My handloom enterprise actively contributes to the preservation of family traditions.	3.44 (1.151)	35.91%	42.11%	83.21%	163.78%	58.15%
Overall, I find running my handloom business highly satisfying.	3.36 (1.222)	44.11%	50.13%	70.18%	159.37%	58.41%
Reliability Statistics	Cronbach's Alpha=0.751					

The frequency distribution reveals a generally favorable but varied perception of personal satisfaction among handloom entrepreneurs. About 49.08% of respondents agreed or strongly agreed that success in their enterprise brings a deep sense of fulfillment, while 33.07% remained neutral and 17.85% disagreed, showing a mix of emotional responses to achievement. On the aspect of promoting well-being and work-life balance for the workforce, 56.95% expressed agreement, suggesting a positive inclination toward holistic employee welfare. A higher proportion (58%) affirmed that their enterprise contributes to the preservation of family traditions, reflecting cultural pride embedded in entrepreneurship. However, for the overall satisfaction item, only 56.95% expressed agreement, while 24.67% were neutral and 24.67% disagreed, indicating a split sentiment with a notable proportion either uncertain or dissatisfied.

The mean scores across the four items range from 3.36 to 3.62, indicating moderate agreement overall. The highest mean (M=3.62, SD=1.123) corresponds to maintaining well-being and work-life balance, suggesting that this aspect is relatively more positively perceived. The lowest mean (M=3.36, SD=1.222) pertains to overall satisfaction with running the business, indicating slightly lower enthusiasm, possibly due to operational challenges or stress. The standard deviations range from 1.039 to 1.222, indicating moderate to high variability in responses, especially concerning general business satisfaction. This spread implies that while many find personal fulfillment, a segment of respondents may be experiencing burnout or unmet expectations.

Fair Wages and Working Conditions for Weavers	14.23	2.671	.487	.000
Use of Sustainable Materials and Production Practices	10.36	2.968	.558	.000
Revenue and Profit Growth	11.34	2.065	.538	.000

The correlation analysis reveals a significant and positive association between personal entrepreneurial satisfaction and all identified influencing factors. Innovation, technology adoption, and creativity exhibit the strongest correlation ($r = 0.590$), suggesting that entrepreneurs derive substantial satisfaction from being innovative and adaptive. This is closely followed by sustainable practices ($r = 0.558$) and revenue and profit growth ($r = 0.538$), indicating that eco-friendly approaches and financial success significantly enhance personal fulfillment. Moderate yet meaningful correlations are also observed with fair wages and working conditions ($r = 0.487$) and market share and brand recognition ($r = 0.469$), reflecting that ethical practices and brand visibility contribute positively to entrepreneurial satisfaction. All correlations are statistically significant ($p < 0.001$), underscoring the multifaceted nature of satisfaction, influenced by both tangible business outcomes and responsible business practices.

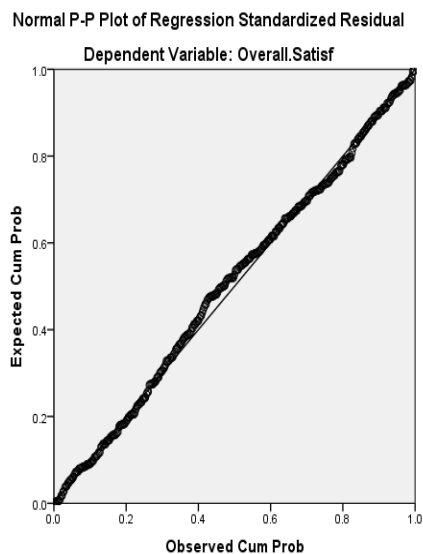


Table 8: Model measuring Influence of Factors on Personal Entrepreneurial Satisfaction

R	R Square	Adj.R ²	SE	F (df=5,375)	Sig.
0.716	.513	.506	2.232		
Dependent: Personal Entrepreneurial Satisfaction					
ANOVA	Model	SS	MS	116.186	0.000
	Regression	1966.111	393.222		
	Residual	1868.902	4.984		
	Predictors			Tolerance	VIF
Collinearity Statistics	Market Share and Brand Recognition			.412	2.424
	Innovation, Technology Adoption and Creativity			.761	1.315
	Fair Wages and Working Conditions for Weavers			.565	1.770
	Use of Sustainable Materials and Production Practices			.416	2.401
	Revenue and Profit Growth			.447	2.236

The regression model evaluating the influence of various factors on personal entrepreneurial satisfaction indicates a strong and statistically significant relationship ($R = 0.716$, $p < 0.001$), with an R^2 value of 0.513, signifying that 51.3% of the variance in personal satisfaction is explained by the five predictors. The adjusted R^2 value of 0.506 confirms the model's stability and generalizability. The overall model is statistically significant as indicated by the F-statistic of 116.186 ($df = 5, 375$, $p < 0.001$), confirming the combined predictive power of the variables. Collinearity statistics show that all tolerance values are above 0.4 and VIF values remain below 2.5, indicating no serious multicollinearity concerns. However, market share and brand recognition ($VIF = 2.424$) and use of sustainable materials ($VIF = 2.401$) approach the upper limit, suggesting moderate interdependence, but still within acceptable levels.

Table 8: Relationship between Influencing Factors and Personal Entrepreneurial Satisfaction (Coefficients)

Constructs	Unstd. Coeff.		Std. Beta	t	Sig.	Result
	B	SE				
(Constant)	1.634	.738		2.214	.027	--
Market Share and Brand Recognition	.053	.059	.051	.901	.368	Not Significant
Innovation, Technology Adoption and Creativity	.401	.041	.402	9.727	.000	Significant
Fair Wages and Working Conditions for Weavers	.199	.057	.167	3.482	.001	Significant
Use of Sustainable Materials and Production Practices	.141	.060	.132	2.359	.019	Significant
Revenue and Profit Growth	.277	.083	.180	3.336	.001	Significant

The regression model assessing the influence of key business factors on personal entrepreneurial satisfaction reveals a strong and statistically significant relationship ($R = 0.716$, $p < 0.001$), with an R^2 value of 0.513, indicating that about 51.3% of the variance in entrepreneurial satisfaction is explained by the combined predictors. The adjusted R^2 of 0.506 confirms the model's explanatory power while accounting for the number of predictors. The F-statistic (116.186) is highly significant, validating the overall model fit. Collinearity diagnostics indicate no severe multicollinearity issues, with all tolerance values above 0.4 and VIF values below 2.5. However, slightly lower tolerance values for market share and brand recognition (0.412) and sustainable practices (0.416) suggest modest intercorrelation, but still within acceptable limits. These findings suggest a meaningful, reliable model linking various business practices and outcomes to the entrepreneur's personal satisfaction.

8. SUMMARY OF RESULTS

DESCRIPTIVE STATISTICS

Overall, respondents expressed a moderately positive outlook on their market presence and the role of brand recognition and strategy in enhancing it. While they largely acknowledged the existence of market share and brand impact, fewer participants reported active involvement in branding efforts. The consistency and internal reliability of the construct are supported by a **Cronbach's Alpha of 0.702**, which indicates acceptable reliability, suggesting that the items measuring market

share and brand recognition are suitably correlated and can be considered a cohesive scale.

The overall responses suggest a cautiously optimistic stance toward innovation and technology adoption within handloom enterprises. While respondents value design innovation for market differentiation, there is relatively less consensus and engagement in adopting new production methods and technologies. This variation could be attributed to factors such as cost, awareness, or infrastructural constraints. Despite these differences, the construct exhibits excellent internal consistency with a Cronbach's Alpha of 0.903, confirming that the items are highly reliable and collectively measure the underlying concept of innovation and technology orientation effectively.

Overall, respondents recognize the ethical and strategic value of ensuring fair wages and safe working conditions for weavers, especially in terms of their contribution to business success. However, while ideals are acknowledged, the lower agreement regarding actual compensation practices hints at practical or structural limitations in meeting industry wage standards. This disparity may reflect challenges such as financial constraints or lack of regulatory enforcement. Despite some variation in perception, the construct shows good internal consistency with a Cronbach's Alpha of 0.782, indicating the items are reliably measuring the overarching theme of labor welfare in handloom enterprises.

Overall, handloom entrepreneurs show a reasonably positive orientation toward sustainability, particularly in adopting guiding principles and sustainable crafting materials. However, the lower agreement on the active promotion of eco-friendly sourcing points to a gap between sustainability awareness and its consistent operational execution. This could be due to resource limitations, access issues, or cost concerns. The internal consistency of this construct is strong, with a Cronbach's Alpha of 0.813, confirming that the items reliably measure the broader theme of sustainability practices in handloom enterprises.

Overall, respondents express a confident and favorable outlook on the financial performance of their handloom enterprises, particularly in terms of business growth, revenue generation, and profitability. While a small fraction maintains neutral views—possibly due to variability in individual experiences—the overall sentiment is positive and consistent. The construct exhibits high internal reliability, with a Cronbach's Alpha of 0.876, confirming that the items cohesively represent the dimension of revenue and profit growth within the enterprise.

Overall, the results suggest that while handloom entrepreneurs derive fulfillment from specific outcomes—like contributing to cultural heritage or supporting employee well-being—their overall personal satisfaction with the business is more mixed. The sentiment is largely positive, but not overwhelmingly so, pointing to potential stressors or gaps in expectations versus reality. The construct shows acceptable internal consistency, with a Cronbach's Alpha of 0.751,

indicating that the items moderately correlate and reliably measure the concept of personal entrepreneurial satisfaction.

CORRELATION AND REGRESSION ANALYSIS

Influencing Factors and Personal Entrepreneurial Satisfaction

The correlation analysis indicates that all influencing factors have significant positive relationships with personal entrepreneurial satisfaction. Among them, innovation, technology adoption, and creativity show the strongest correlation ($r = 0.590$), followed by use of sustainable materials ($r = 0.558$) and revenue and profit growth ($r = 0.538$), suggesting that innovation, sustainability, and financial outcomes greatly enhance satisfaction. Moderate correlations are also observed with fair wages and working conditions ($r = 0.487$) and market share and brand recognition ($r = 0.469$). These results highlight that both economic success and socially responsible practices contribute meaningfully to an entrepreneur's overall satisfaction.

This model confirms that market share, innovation, fair wages, sustainability practices, and revenue growth significantly influence personal entrepreneurial satisfaction, explaining just over 51% of its variation. The strong model fit and absence of multicollinearity issues reinforce the validity of these predictors in shaping entrepreneurs' personal fulfillment. These findings underscore the importance of aligning financial success with socially responsible and innovative practices to enhance satisfaction among handloom entrepreneurs.

9. SUGGESTIONS

Given the significant and strongest impact of market share and brand recognition on revenue and profit growth, handloom enterprises should prioritize strategic marketing and branding initiatives. Efforts may include developing a distinct brand identity, investing in storytelling that reflects cultural heritage, and leveraging digital marketing channels such as social media and e-commerce platforms to expand reach. Participation in trade fairs, exhibitions, and certification programs (e.g., GI tagging) can also help build trust and visibility among wider customer segments. Entrepreneurs should aim to position their brand not just as a product, but as a symbol of tradition, quality, and ethical craftsmanship.

Although innovation and technology adoption showed a moderate effect, it was statistically significant, indicating its growing role in enhancing efficiency and competitiveness. Handloom businesses should consider incremental adoption of suitable technologies—such as computer-aided design (CAD), eco-friendly dyeing methods, or productivity-enhancing weaving tools. Training programs and collaborations with design institutes or government technology centers can help artisans and weavers adapt to innovation. Moreover, fostering a culture of creativity within the organization can lead to product diversification, helping to meet changing consumer preferences and capture new markets.

The significant influence of fair wages and working conditions on revenue growth underscores the importance of prioritizing employee welfare. Business owners should adopt transparent wage structures aligned with industry benchmarks and ensure timely payment to weavers and artisans. Offering benefits such as safe workspaces, health support, skill training, and social security schemes can improve worker motivation, retention, and productivity—thereby translating into better quality output and customer satisfaction. Socially responsible practices not only improve internal performance but also appeal to ethically conscious consumers, strengthening brand loyalty and market share. While the use of sustainable materials and production practices did not show a statistically significant direct impact on financial growth, this should not be interpreted as a lack of importance. Instead, it suggests that sustainability efforts may not yet be effectively translated into financial returns, possibly due to limited consumer awareness or poor visibility. To bridge this gap, handloom entrepreneurs should better communicate their eco-friendly practices through product labeling, storytelling, and certification (such as organic or fair trade labels). Additionally, aligning sustainability efforts with market trends and customer values may improve their long-term impact on profitability.

10. CONCLUSION

In conclusion, the analysis clearly indicates that strategic factors such as market share and brand recognition, fair labor practices, and innovation significantly drive revenue and profit growth in handloom enterprises. While sustainability practices did not show a direct financial impact, they remain vital for long-term value creation and brand positioning. These findings highlight the need for an integrated approach that balances ethical operations, market-oriented strategies, and gradual technological advancement. By aligning business practices with both economic and social objectives, handloom entrepreneurs can achieve sustained financial performance while preserving cultural and environmental values.

11. Disclosure of interest

No interests to declare.

12. Funding

This work was supported by the Central Silk Board under Grant MTS07035SIC (Titled : A study on the traits and persuasive factors of young generation weavers of silk handloom industry).

REFERENCES

1. Shetty, M.C., Small Scale and Household Industries in a Developing Economy, Bombay, 1963, Asia Publishing House.
2. Handloom Weaving Industry in India with Special Reference to Madras, New Delhi, 1960.
3. Choubey, R.B., Problems and Prospects of Weavers' Co-operatives in Bihar, Indian Co-operative Review, Vol. XV (3), April , 1978, .395.
4. Kunhalikutty, K.P., "The problems faced by the handloom industry in Kerala", Handloom Export Monthly News letter (The Handloom Export Promotion Council Publication) Aug 2003, PP.26-31