

ABSTRACT

FACTORS AFFECTING THE START-UP  
BUSINESS IN NEW YORK

by

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## DOCTORAL THESIS ABSTRACT

Montemorelos University

Faculty of Business and Legal Sciences

Title: FACTORS AFFECTING THE START-UP BUSINESS IN NEW YORK

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Ph.D. in Educational Research and Evaluation

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### **Problem**

The empirical model in attitude of the entrepreneur, market, capital, product quality and teamwork are predictors of a successful start-up business, as perceived by business owners in New York area.

### **Methodology**

The research was empirical quantitative, descriptive, exploratory, explanatory and transversal. The study sample consisted of 108 entrepreneurs in the New York area from the population described. The substantive statistical process was based on regression analysis, performed in SPSS 20.0.

The four instruments for the construct used were done through factorial analysis

techniques (with explained variance levels of over 58%, which are acceptable) and the reliability, measured with the Cronbach alpha coefficient for each instrument, was acceptable (with the lowest explained variance levels of .860). For the analysis of this hypothesis, the statistical technique of multiple linear regression was used.

### **Results**

The model was validated with a sample of business owners. Marketers with target audience and promotions along with the attitude of the entrepreneur are the best predictors of starting a business, according to the perception of the entrepreneurs of New York. When evaluating the influence of independent constructs through the standardized beta coefficients, it was found that the best predictor is the market and attitude of the entrepreneur. Capital, product quality, and teamwork were the least predictors in starting a business.

### **Conclusion**

It is recommended to entrepreneurs to focus on the market such as target audience and promotions of the business brand. Market along with the attitude of the entrepreneur is the leading predictor of a start-up business. Create more opportunities to get to know the market in which the product will be promoted. This will ensure the right people get what they need as well as gaining a profit. The attitude of the entrepreneur will show the resilience of a business to never quit in perfecting their product.

Montemorelos University  
Faculty of Business and Legal Sciences

FACTORS AFFECTING THE START-UP  
BUSINESS IN NEW YORK

Thesis  
presented in partial fulfillment  
of the requirements for the degree  
Doctorate in Business Administration

by

Philip McGuire Wesley II

April 2019

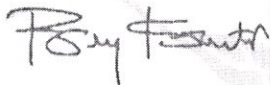
FACTORS AFFECTING THE STARTUP  
BUSINESS IN NEW YORK

Tesis  
presentada en cumplimiento parcial  
de los requisitos para el título de  
Doctorado en Administración  
de Negocios

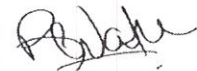
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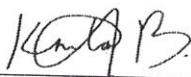
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## DEDICATION

This work is dedicated to my parents, Philip M. Wesley, Sr. and Gwen Wesley. Thank you for inspiring and investing in me through the whole process. Your love is golden!

To my kids, who spent plenty of days watching daddy doing research, flying away to Mexico for three weeks each summer, and giving me big hugs upon my return. Love you to pieces!

To my sister, Sheryl Wesley; now we can turn Chilly Philly into doctor Philly. Thank you for your couch, support, jokes, posts, and love as I have pursued this venture.

To all of my friends, all of your support pushed me to new levels! Thank you for the “Don’t quit” words every day!!!

To my wife Lynnett, every day you have been my anchor. Your love and support have carried me through this journey. I love you!!! Can’t wait to spend the rest of my doctoral life with you and our princesses (Shaniya, Leah, and Peyton).

God has truly been my dwelling place! I am encouraged by Him every day and can’t wait to see what else He has for me!

Everyone, thank you for reminding me about this passage by (Hill, 2011) “Thomas Edison dreamed of a lamp that could be operated by electricity, began where he stood to put his dream into action, and despite more than ten thousand failures, he stood by that dream until he made it a physical reality. Practical dreamers DO NOT QUIT!”

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professional, a spiritual person, and an amazing friend. Thank you for pulling me through everything! God bless you and your future. I know God has outstanding plans for you!

## CHAPTER I

### PROBLEM DIMENSION

#### Introduction

According to Bloomberg, eight out of 10 entrepreneurs who start businesses fail within the first 18 months. 80% fail (Wagner, 2013). A bit more than 50 percent of small businesses fail in the first four years. According to these statistics, entrepreneurs are struggling to stay operational. According to Small Business Trends, of all the small businesses started in 2014, a percentage of businesses failed by the years presented in the chart (see Figure 1).

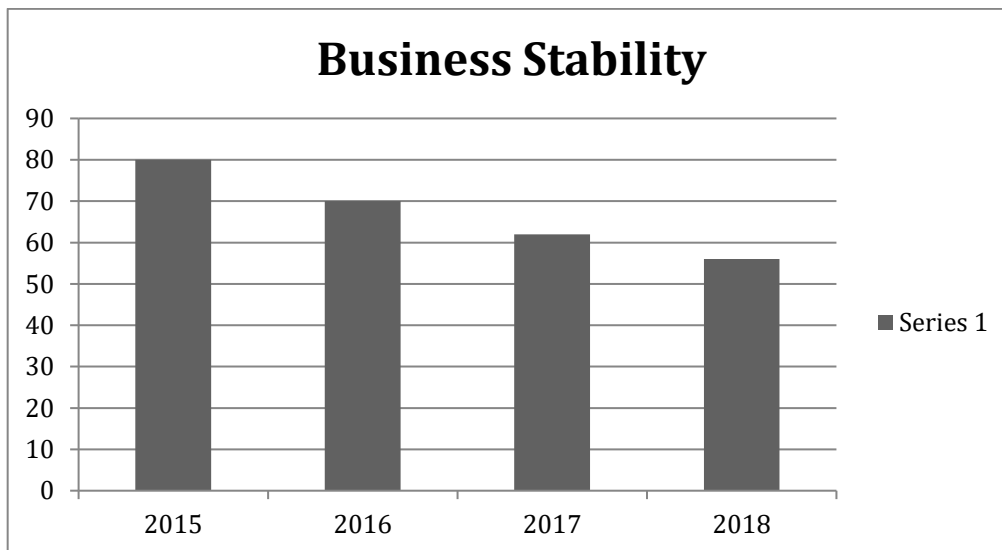


Figure 1. Business Stability.

According to Mansfield (2018), Figure 2 reports that the leading causes of small business failure is Incompetence by 46%; unbalanced experience or lack of managerial experience: 30%; Catchall category (includes neglect, fraud, and disaster): 13%; and lack of experience in line of goods or services: 11%. This graph presents the problematic trend in starting a business.

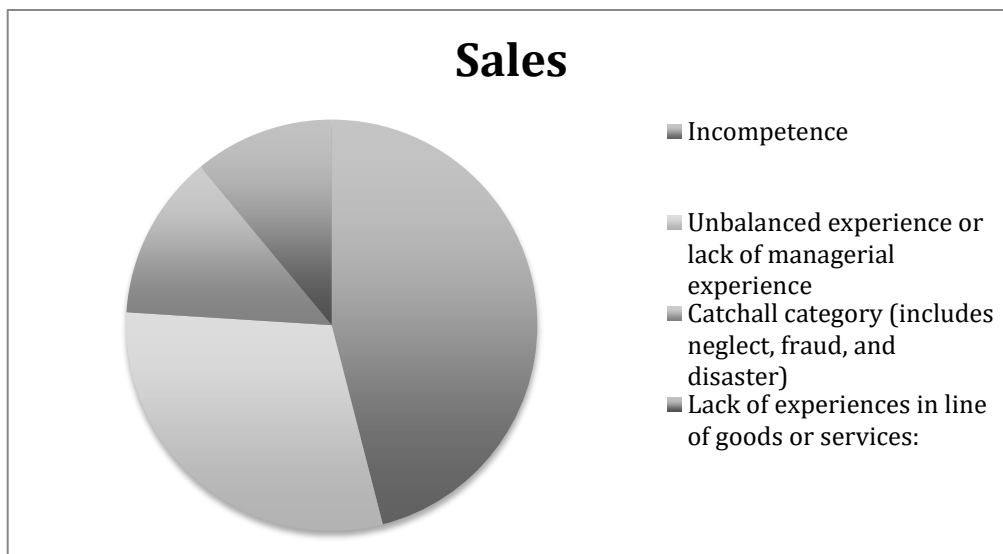


Figure 2. Small business failure.

No matter how long the entrepreneurship has existed, it is projected that nearly half of all businesses no longer exist or have struggled within five years. Only one-third makes it past their tenth anniversary (Speights, 2017). The objective of this study is to test variables that lead to a sustainable start-up enterprise.

Business owners are faced with the challenge of starting and maintaining success. There are more self-made billionaire entrepreneurs than billionaires who simply



inherited their fortunes, but most start-up ventures fail within five years (Walton, 2016). A recent examination of around 200 failed start-ups by American marketing firm, Fractal, cited poor business model, running out of cash, poor traction and lack of investor interest as some of the key reasons for Start-up failure (Petch, 2017). Any successful business must begin by identifying a problem and providing a product or service to solve it.

In an effort to support and capitalize from innovation, investors strive to find the company that they can invest in and create a sustainable business. This study will present a model for start-up businesses to follow and sustain life of the business for a longer time.

## **Background**

In this following section, we will provide a brief compilation of definitions of the variables of this research, such as: (a) attitude of the entrepreneur, (b) capital, (c) product quality, (d) market (e) teamwork and (f) successful start-up business.

### **Attitude of the Entrepreneur**

According to Daykin (2018), attitude is the mindset of the entrepreneurs that drives the company. To be a successful entrepreneur, one must be: (a) resilient, (b) focused, (c) open-minded, (d) competitive and (e) determined. All of them can be grouped into skill sets, soft skills that are described as personal skills and hard skills like business skills (Daykin, 2018). The attitude of an entrepreneur includes both skill and grit. It also requires strong acuity in how minds and attitudes are set. Individuals with entrepreneurial mindsets are often drawn to opportunities, innovation, and new

value creation (Rose, 2018).

### Capital

Start-up capital is a financial investment in the development of a new company or product (Kopp, 2019). Capital is a term for financial assets, such as funds held in deposit accounts, as well as for tangible factors of production, i.e. manufacturing equipment. Additionally, capital includes facilities, and buildings used to produce and store manufactured goods (Hargrave, 2019). Working capital is the amount by which current assets exceed current liabilities (Entrepreneur Staff, 2013).

### Product Quality

According to Business Dictionary, product quality is the group of features and characteristics of a saleable good which determines its desirability and can be controlled by a manufacturer to meet certain basic requirements. Sarokin (2018) reveals business products are the goods and services that people want to buy. Corrone (2019) attributes product quality to the ability of start-ups to offer a product or service that is more appealing to customers.

### Market

A target market refers to a group of potential customers to whom a company wants to sell its products and services. This group also includes specific customers to whom a company directs its marketing efforts. A target market is one part of the total market for a good or service (Kenton, 2019). All the most successful businesses spend a lot of time and money, in the beginning, researching their audience. Businesses know exactly who their audience is and what type of material they are receptive to before

they have any success marketing to them (Shuford, 2019).

Marketing is critical to the success of new entrepreneurial ventures, but this is a topic which has received very little attention from scholars of either marketing or entrepreneurship. An effective strategy allows new businesses to gain sales by providing products and or services that offer benefits to customers superior to those of their competitors. Marketing is critical to the success of new entrepreneurial ventures, but this is a topic which has received very little attention from scholars of either marketing or entrepreneurship. An effective strategy allows new businesses to gain sales by providing products and or services that offer benefits to customers superior to those of their competitors.

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### Teamwork

Teamwork is a collective body of members from a company working together for the common goal of the business. Teamwork can significantly improve performance, effectiveness, efficiency, morale, job satisfaction, unity of purpose, communications, innovative thinking, quality, speed in getting things done, and loyalty to an organization (Warrick, 2014). The best definition of teamwork in business involves a group of individuals working together to complete a task or a large goal (Leonard, 2018). Teamwork

is important in any performance. Be it an event, a game, a show or a business organization, it is always a dedicated set of team members, who write the success stories, through effective and collective contributions (Mukherjee, 2018). It is also stated, in business, that effective teamwork is the secret behind growth and success. To be an effective team member one has to have the ability to perform both as an individual as well as in a collective capacity with the colleagues or employees. In effect, teamwork is important and essential in order to accomplish the overall objectives and goals of an organization (Mukherjee, 2018).

### Successful Start-up Business

According to Neil Blumenthal, co-founder and co-CEO of Warby Parker, a Start-up is a company working to solve a problem where the solution is not obvious and success is not guaranteed (Robehmed, 2013). It is also shared that a Start-up is when a person takes an idea and turns it into a business within five years. According to Merriam-Webster, Start-up means “the act or an instance of setting in operation or motion” or “a fledgling business enterprise.”

### Definition of Terms

For the purpose of this research, the study-specific definitions are as follows:

*Entrepreneur:* A person who creates a business including a product or a service to meet the needs of clients or consumers.

*Attitude of the entrepreneur:* The mindset and experience that a business owner starts a business with.

*Capital:* Cash flow or monies invested to begin a business with the purpose to

create profit.

*Product quality:* The quality of a product used for business. A product that is used for business to generate income.

*Market:* The audience a business targets with their product or services.

*Teamwork:* The team that a company assembles to begin or maintain a business. A culmination of roles working together to run a business.

*Successful Start-up business:* A business started from an idea or vision of an entrepreneur.

*Marketing:* A way a company promotes its product to its customers or prospective customers or clients.

*Crowd Funding:* A practice that allows many individuals to invest small amounts of funding for a particular venture or project. GoFundMe is an example of this type of fundraising.

*Venture Funding:* A way in which a variety of firms, individuals, or private businesses invest capital in businesses.

*Investor:* Individuals or business that provide funding for projects or ventures using various tools to invest.

*Investment:* Funding provided for a project with expectation for a higher return than what was given.

*Economy:* The financial state of a country or province based on the income, wealth of business or people.

*Competitive Advantage:* A way in which a business has a favorable position over its competition.

*Gritty*: The passion that a person has when accomplishing a task or leading a group. An entrepreneur that has grit encompasses the willingness to remain persistent with their goals.

### **Statement of the Problem**

According to Rose (2017), knowing your market is essential in successfully starting a business. Horn, Ivens, Ohneberg, and Brem (2014) while literature focuses on venture capital, crowd funding, and marketing, there is a need to emphasize building an effective team and bringing the right attitude in creating business in the right market.

Based on the preceding problem statement, additional research is needed to examine the relationship between Start-up business and teamwork and attitude.

### **Problem Statement**

How do the variables attitude of the entrepreneur, capital, product quality, market and teamwork predict a successful Start-up business? (see Figure 3).

### **Hypothesis**

There are five variables in this study. The dependent variable is Start-up business.

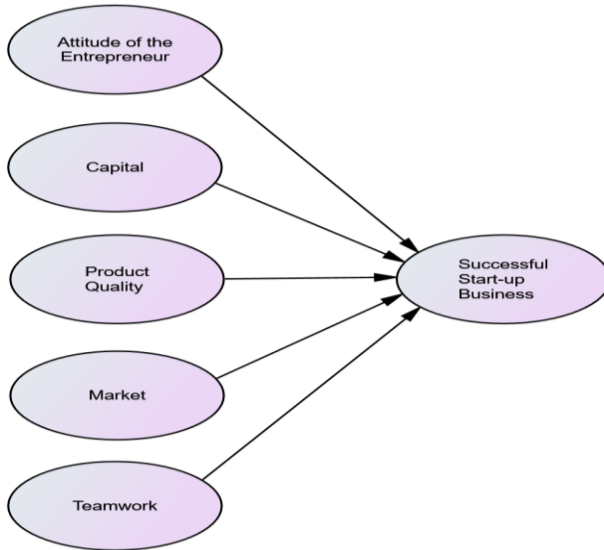
H<sub>1</sub>. The variables attitude of the entrepreneur, capital, product quality, market and teamwork predict a successful Start-up business.

### **Research Objectives**

The aim of this research is to define the direction for the study to be performed.

Here the research objectives are:

1. To identify the variables that lead to Start-up business.



*Figure 3.* Research model.

2. To analyze the data received from the responses of the survey instrument.
3. To develop and pilot the methodology consistent with theoretical framework.
4. To propose a theory of a successful Start-up.
5. To test whether a relationship exists between variables.

### **Justification**

It is necessary to have knowledge of entrepreneurship before establishing a business. How can this model create a path to success? It is essential for an entrepreneur to gain knowledge of the industry in which one operates. Being able to understand what customers need or creating a need goes a long way into a sustainable Start-up business. According to Botha, Van Vuuren, and Kunene (2015), entrepreneurs must

have the right set of skills as they begin their new journey in starting a business. This study will show what variables are most effective for the entrepreneur to develop as they create a new enterprise. In this research we will see how Start-up businesses add value to their community (Lumpur, 2015).

### **Limitations**

There has been a wealth of research about entrepreneurship, yet there still remains a gap of information in regard to the path of a successful Start-up business. The temporal parameters of time frame limited the number of participants in this study. The sample could have been larger to provide more in-depth answers.

### **Delimitations**

The coverage of this study is limited to business owners from small business to a larger business. The demographics variables for this study include age, gender, type of business, and time frame of operation, location, education, resources, and planning. The survey instrument provided to entrepreneurs will examine the length of time they have sustained a business and how profitable their business has been. This research may include some ideals from successful businesses that already have existed more than three years. The research was conducted in 2018.

### **Assumptions**

The following assumptions are made regarding the study:

1. The instrument will be used to elicit responses that are believed to be honest and accurate.
2. The respondents fully understand the questions they are asked.



## **Philosophical Background**

The area of study is entrepreneurship and the variables that impact long-term business success as measured by it. Along with some practical references given from business experts, this section will include a biblical worldview of business. The findings of this section are based out of entrepreneurship practices throughout the Bible from Genesis to Revelation.

### **Start-up Business in the Bible**

A Start-up business is when a person takes an idea and turns it into a business (Robehmed, 2013). This section is an analogy about God starting a business on earth and employing his creation to manage, improve on product quality, and create policies that are ethical for employees and customers. According to Ellen White, the Bible is a source book of business principles. White emphasizes there is no branch of legitimate business for which the Bible does not afford an essential preparation (White, 1952). This is a Biblical worldview on this study and how it relates to the Bible. God is considered our CEO/Founder and the best example that we can have in running a business that fails and succeeds. God has revealed how to rebrand a business that was not operating according to the original business model. Worldviews are an avenue for us to present the way we interpret our own ideological and personal interpretations of the world (Underhill, 2011).

### **The First Start-up on Earth**

“Then God blessed them, and God said to them, ‘Be fruitful and multiply; fill the earth and subdue it; have dominion over the fish of the sea, over the birds of the air,

and over every living thing that moves on the earth” (Genesis 1:28).

When the CEO, God, created the earth, He needed Adam and Eve to be His Vice Presidents. He put them in charge of the animals, mammals, and all of nature. His original plan was to have a company with no retirement plan and a job where no one gets fired. Every workday was built to benefit each employee and still honor the CEO. Everyone who would come after Adam and Eve would learn how to run the business. The product was the earth and the living creatures on it. The policy was to avoid internal conflict with its competitor. If they were to succeed, the company would have longevity. Here is a list of variables that every company needs: (a) committed employees, (b) creative workspace, (c) know their market, and (d) start-up funding.

Having this list will help in the process of the start-up business. In this worldview, the new earth is the workspace that held a variety of products God created for earthly creatures' use. The command is to multiply the consumer base who can benefit from the products that God created.

### Insurance Policy

Companies who carry an insurance policy or plan are always prepared for the worst to happen. God, the CEO of Planet Earth, Inc. saw the need to install an insurance policy. He eventually gave Adam and Eve the pink slip but would later pay the penalty after they sold the company to a CEO who worked hard to destroy it.

### Noah

God used Noah to start a new business because He planned to put the old business and headquarters under water. Noah would eventually keep a small part of the

business afloat during reconstruction.

### Politics and Trade

The Bible has established policies on how to handle international business. From the time of Adam to Jesus, biblical references reveal how God designed business ethics. More notably, Abraham was a wealthy man who had livestock that was used for clothing, food, and creating tents. His encounter with the king of Egypt modeled how business ethics should be. Abraham lied to the officials, saying that his wife was his sister. Technically he wasn't lying, however, ethically he was not completely honest. God intervened on the king's behalf to stave off an international and spiritual incident. Moses found himself in the same ethical situation when he murdered an Egyptian to save another Hebrew from a beating. That concluded with Moses on the run till God brought him back to perform one of the greatest political stories in the history of the earth. Moses convinced Pharaoh to let the Israelites go and moved over two million people across the Red Sea. Daniel was a prophet for God, even when his job was on the line. Daniel excelled in business because he practiced ethics for God and for his community.

Throughout the journey, Israel encountered trade that was important for them. They used cattle, sheep, goats and metals for their economy. Examples, such as Jacob, reveal how livestock was used to create revenue and support a family. Nehemiah obtained a grant to rebuild Jerusalem and start the foundation for the second temple. Jesus sent demons into pigs, therefore presenting how livestock mattered to the economy. The owners wanted Jesus to leave their territory so they could maintain their business. Jesus also taught that it was important to pay taxes and return tithe at the same time.

Jesus was a perfect example of an entrepreneur. His father Joseph started a carpentry business in Nazareth. Carpentry has always been a strong way to earn an income. It was a business that was practical and required a person to work hard along with having an eye for detail. A carpenter has to be creative and precise at the same time. It was in Joseph's shop that Jesus learned business culture, ethics, and procedures. Jesus carried on that entrepreneur mindset as he formed His own team and marketed His message and gift to those in need of healthcare, counseling, and financial recovery. A Start-up is a company working to solve a problem where the solution is not obvious and success is not guaranteed (Robehmed, 2013). Jesus found solutions to people's problems and established His message each time. He taught them about God, the CEO, and His purpose to connect us back to the original business model. However, there were specific policies to abide by and He was willing to provide such training, one on one coaching, and tech support to the areas that needed growth.

Jesus taught about investments, tithe, charity, and government financial responsibility. Jesus also taught business, culture, and relationship ethics that will create success for any business. Jesus constantly referred to God, the CEO, while establishing Himself as an equal employer. I found the comparison of starting a business for God interesting because all the successful models that we use today started with God and how He handled crisis and success. This worldview presents God as the greatest model for any entrepreneur.

## **Study Organization**

Chapter I presents the study and its theoretical and biblical background. It presents the study-specific definitions, problem statement, research question and objectives,

hypothesis, significance of study, limitations, delimitations, assumptions, and philosophical background that are based on a biblical worldview.

Chapter II unveils the introduction, importance of study, dimensions, relationship between variables, and research about variables including problem, methodology, and results.

Chapter III focuses on type of research, population, sample, instrument development, instrument validity, content validity, validity of the constructs, operationalization of variables, null hypothesis, operationalization of null hypothesis, data collection, access to respondents, and data analysis.

Chapter IV shares introduction, sample, and demographic description of sample, cross-tables, arithmetic means, multiple regression assumptions, null hypothesis and summary of chapter.

Chapter V presents the conclusions and recommendations.

## **CHAPTER II**

### **FRAMEWORK**

#### **Introduction**

This chapter is composed of the importance of a start-up business and dimensions of variables in this study. It will identify the relationship between each variable and discuss the research of problem, methodology and its results. Using empirical methods of literature, it will present and discuss existing literature about each variable.

#### **Attitude of the Entrepreneur**

##### **Importance**

The success of a business can be determined by the drive of the entrepreneur. Sami Ismail states, Entrepreneurs in any country with internal conflicts can produce results with the right mindset. Elder (2017) says that he has realized the challenge of international entrepreneurship. The attitude of an entrepreneur can drive the business to success or failure (Petch, 2017). The key to beating the competition and achieving success is mental, reflected in one's attitude, totally controlled by the individual and requires no cash (Reiss, 2010). A possible factor in success or failure could be emotional intelligence level of the entrepreneur, defined broadly as the ability to perceive, interpret and to manage emotions (Walton, 2016). This intelligence leads to decision making that will be based off of concepts that work best for the organization. The attitude of an entrepreneur will guide the employees on how to manage conflicts no matter

the environment. When you carry an attitude of excitement and vigor, this transfers to those around you and increases business morale (Daniloff, 2015). The entrepreneur will bring all the energy that the team needs to be motivated for success. Building a successful business starts with changing your mindset (Elkins, 2016). Another writer advises entrepreneurs to 'stop thinking about yourself.' Think about the person you're trying to help, whether it's an author, a dog owner, or an ACT student. Take the time to really understand their problems — then solve them. Not only will you end up with a healthy business; you'll be blown away by the support and gratitude of your customers (Lekic, 2015).

According to Amemiya (2014), the person becomes important to the company based on experience and knowledge. Even examples of Steve Jobs, who was let go by Apple, came back to build it bigger and better. Innovation for a start-up is important to the success. Innovation means creating new products, services, or technologies that are discontinuous from what has come before, making them practical, and then popularizing them. It is found that competencies of the entrepreneur are necessary in small and medium business enterprises (Botha, van Vuuren, & Kunene, 2015). Entrepreneurs often face stressful situations that don't have an apparent solution. Approaching these situations with a positive attitude is vital to building your business, especially when you're just starting out. Having an optimistic outlook creates a secure atmosphere that attracts the people, ideas and resources you need to succeed (Wolter, 2008). A negative attitude decreases success, and a positive attitude creates success by the way an entrepreneur can sustain the business (Campbell, 2015). It is found that a combination of passion and perseverance is what makes high achievers (Duckworth, 2016).

The demographics of this study show that participants valued a good attitude toward entrepreneurship. Participants between 30 to 49 years of age provided the highest percentage in having a good attitude. Participants ages 30 to 39 (13%) and 40 to 49 (20%). Along with age, education played a role in entrepreneurs succeeding. According to (Duckworth, 2016), adults who earned a MBA, PHD MD, JD or any other graduate degree were grittier than those with four-year college degrees, and those with college degree were grittier than those with some credits, but no degree. The results of the study are positive for those with more age, experience, and education; they have a greater chance at succeeding in a start-up business.

#### Dimensions

There are two dimensions to attitude of a business owner. The dimensions included mindset in starting the business and operating as a leader in start-up.

#### **Capital**

##### Importance

According to Obringer (2003) a start-up capital or working capital is the funding that will help entrepreneurs purchase equipment, rent, supplies, and more for the first year or so of operation. Raising capital is something almost every entrepreneur considers at one point. A business needs money to begin, and, in some cases, survive. You must focus on generating profit as soon as possible. Otherwise, stay away from becoming an entrepreneur (Bisht, 2014). One billionaire advises young entrepreneurs: Make sure you have a cash cushion before you launch your business. Before investing or starting a company, make sure you have enough money saved for at least six



months to pay bills or anything else that might come up financially (Patel, 2018).

Initially obtaining capital can be a challenge for entrepreneurs. Gasca (2014) states that start-ups will have to learn how to do more with less. Whatever the amount, there is still a need to obtain capital and manage how it is spent. It is further stated that if an entrepreneur has a unique, revolutionary and proprietary idea, combined with the right amount of money, it stands a significantly better chance of becoming a success. But most just have an idea, and investors have many investment choices, and typically want to spread their risk around to many start-ups.

According to Pekmezovic Walker (2016), Blank (2013) and Tacchino (2015), some institutions have even implemented a variety of capital development strategies such as crowd funding, lean start-ups, and rollover to create start-up capital. The term crowd funding defines the common effort of a group of individuals as part of a virtual community, to support and make it feasible, with small but valuable contributions, projects and/or initiatives of people and organizations (Secinaro, 2017). This approach allows a large number of people to give a little toward a big dream.

Another approach to raising capital is Venture Funding. Venture funding is like crowd funding, however, capital is raised by a group of private investors. According to Bocken (2015), venture capital investment has a key role to play in the development of sustainable start-ups. According to Entrepreneur Encyclopedia, funds flow into a company, generally during pre-IPO process, in the form of an investment rather than a loan. Controlled by an individual or small group known as venture capitalists, these investments require a high rate of return and are secured by a substantial ownership position in the business. Venture capitalists represent the most glamorous and appealing form

of financing to many entrepreneurs. They're known for backing high-growth companies in the early stages, and many of the best-known entrepreneurial success stories owe their growth to financing from venture capitalists.

Burd (2016) says anyone can start a company, put up a website, and create a Facebook page, but what determines where that company will stand six, 12, or 18 months down the road, is not only sales, but the funding and capital behind the business.

### Dimensions

There are three dimensions of capital that included profitability, investment and time. What were their sales and profit within 3 years of operation using a linear scale? Many new businesses fail reaching five years of existence due to the lack of a business model that is aligned with the actual business processes of this company (Solaimani & Bouwman, 2012). The mission was to examine what their progress was like within the five years; three years was the point of reference for a start-up business. However, there were companies represented that have been in existence over five years.

### **Product Quality**

#### Importance

According to Dey (2015), product-quality based characterization is common in economic research. Lower quality will lead to lower sales and thus, lower quantity or demand. This will eventually affect profits. One consistent theme in literature is that product creates solutions for the customer. The one thing a product must do is to solve a problem better than the competition. Companies, such as Google, improved online

searching. Amazon simplified online buying and selling. Netflix solved on-demand streaming media. Uber is trying to make on-demand car service better (Oppong, 2014). To produce a viable product, there has to be a process of negotiation in the midst of ideas, techniques, and the materials at hand, a concept which was new to the participants (Kaya, 2015).

Knowledge of a product is necessary for the success of the business. You must know what kind of product you are going to sell and the target market (Jakes, 2017). Research suggests finding a product idea within an industry that an entrepreneur knows well and makes use of expertise to provide an initial competitive advantage. Pursuing a hot business idea in an unfamiliar industry is high-risk (Chang, 2017). A product must stand out among the millions of other products (Torpey, 2013).

According to literature, testing is important for verifying the quality of a product. Suggestions are given to test before marketing. A business idea should be tested before being put into practice as much as possible to avoid the inconvenience caused by any failure. It is obvious that a single test, only a simulation, is not enough. It should be repeated many times in order to consider as many responses as possible for a business to make its decisions (Oprea, 2015). A Start-up business with products will have better success with a healthy testing strategy. This includes the development of a more robust product that is truly market-ready. By finding faults in the products at an early stage, development costs will be lower, and there will be a reduced time to market since the design phase is more efficient (Ortmeyer, 2016).

## Dimensions

According to results from the survey, there are two dimensions in product quality

of a start-up business that include the quality and innovation that will be relevant of the product to its market.

## **Market**

### Importance

There are two ways to look at market. There are the promotions and target audiences. The importance of a market in a start-up business is the opportunity for a business to display its product to their target audience. Market research gives us insight into consumer preferences and behaviors (Pantoomano-Pfirsch & Sethi, 2015). Knowing one's market is important in marketing a start-up business. Each entrepreneur will get to know his/her customer, what product the consumer will buy, and understand the customer's problems well enough that one can build a solution around it (Bisht, 2014).

Promotions are a way to get to the target audience. According to Matyka (2013), for nearly all young enterprises, the utilization of social media and social networks has become a vital factor for survival and success. Research results over the last few years have yielded the conclusion that social media is by far the most important platform for marketing products and services. To put this more scientifically, the diffusion of innovation is increasingly interlinked with social media. The market can determine what kind of product should be introduced. Potential investors seek locations where the ease of doing business favors them. A difficult business environment is likely to deter investors (Gani y Clemes, 2015). It is advised not to start a business that may not survive. Research should be done to validate the idea and make sure the entrepreneur has a viable business idea (Oppong, 2017).

## Dimensions

To make the survey and research specific there are two dimensions of marketing listed: Target audience and promotion. This was necessary to observe the market of the business.

### **Teamwork**

#### Importance

Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. Teamwork is the ultimate competitive advantage (Lencioni, 2002).

“It is suggested that team is a group of persons each of whom makes decisions about something different, but who receive a common reward as the joint result of all those decisions” (Marschak, 1955, p. 128). As Steve Jobs once said: “Great things are never done by one person, they’re done by a team of people” (Ester & Maas, 2016). Studies of successful and unsuccessful teams clearly show that teams don’t fail because they lack technical expertise—they usually fail because of such people problems as conflict among team members, poor leadership, lack of involvement and commitment by team members, and ineffective meetings (Parker, 2009).

New venture teams, especially in a technology start-up, may be united because of the product innovation. The presentation and analysis of a conflict management process herein indicates that the way a start-up team manages its conflicts may have a permanent effect on the success of its entrepreneurial venture.

Teams have led individuals toward achieving learning goals and have also helped individuals become more self-aware and self-leading. The forming self has ultimately enhanced teams. The strength of your team is the strength of your business. It is important to have a great team when starting a business (Jakes, 2014). Hiring the right people can be a challenge. Yet, there are some ways to know who to look for when starting a business. Zuckerberg (2017) once stated that he adopted this hiring rule: You should never hire someone to work for you unless you would work for them in an alternate universe. There are all these things that Sheryl Sandberg is much stronger at than me. And that makes me better and makes Facebook better. I'm not afraid or threatened by that. He values that. Each person on the team brings a different strength and is necessary for growth as long as members stay focused on their task. As a leader, you want to have an aligned mission, according to an interview with (Sandberg, 2017). All believes you should hire the people that do the things you don't hire great people and let them do their job (Schomer, 2017). It's important to make decisions as a leader so that the team knows how to navigate. The most important thing to do is to make quick decisions. There is a need to motivate your team irrespective of good and bad times, about keeping one's honor.

### Dimensions

There are three dimensions of teamwork in a start-up business that include: Working individually, working with those familiar and with anyone. These are dimensions that lead to understanding of the independent variables through the results of the study.

## **Start-up Business**

### Importance

According to literature, the importance of a start-up business is reviewed. According to the U.S. Internal Revenue Service (2014), self-employment is the act of generating one's own income through a business as opposed to be an employee in a business. The key for entrepreneurs is that they identify a problem and develop solutions. Start-up business is important for economy, because it allows more employment options for each community. New firms in the U.S. add an average of 3 million jobs in their first year, while older companies lose 1 million jobs annually. Business Start-ups account for about 20 percent of US gross (total) job creation, while high-growth accounts for almost 50 percent of gross job creation (Decker, Haltiwanger, Jarmin, & Miranda, 2014). Small and medium-sized businesses are generally considered to be a key driving force in national economies (Ulrich, Younger, Brockbank, & Ulrich, 2013). Someone who is just starting a venture and trying to make it in a very competitive market is an entrepreneur even in spite of not having high-growth aspirations (Minniti, 2013).

To the individual, there are several reasons that make starting a business beneficial. Reasons include: job security, the pride of building within your passion, a flexible schedule, creating jobs, networking, building a team, reaching dreams and more (DeMers, 2015).

While a start-up business comes with its risks of failing or losing capital, there are still more benefits to starting a business. The success in a start-up business can take time, yet the importance of mentoring, receiving tax breaks, doing well in the community

will show the benefits of a start-up business (Templemann, 2014).

### Dimensions

The purpose of this study was to explore the dimensions of the instrument and its relevance to the study. This was a quantitative study based on 108 respondents to the survey instrument. Demographics such as age, gender, education, location, ethnicity, and target audience were also requested in the instrument to get a nominal result. Understanding the demographics of your target customers is critical for the success of your business. Not only do you need to understand them in order to decide exactly what your product and service mixes will include, but this information will also affect pricing, packaging, promotion and place (Patel, 2018).

### **Relationship between Variables**

In this research, there are some variables that we want to consider such as: attitude of the entrepreneur, capital, market, and teamwork and product quality in their relationship to starting a business.

In this subsection of the chapter, I will consider the relationship that exists between the dependent variable start-up businesses in relationship with the independent variables namely, attitude, capital, market, product, and teamwork. Additionally, we will consider the problem, methodology and results impacted by the authors.

### Attitude of the Entrepreneur and Successful Start-up Business

The main objective of this section is to show how attitude impacts the dependent variable start-up business. Empirical research presents attitude as being a driving force



to the success of business companies. The attitude of an entrepreneur directly impacts the success of the business. Rockwood suggests that much success comes out of the belief system a person has combined with knowledge, persistence, and the right people on the team to create a progressive structure. He further suggests that training influences entrepreneurial action and business opportunity identification, which in turn have positive effects on business creation. Beyond a great product, strong marketing and sufficient capital, start-ups thrive or fizzle depending on their environment and the people in them (Rockwood et al., 2017). It is also noted that entrepreneurship is an attitude; it represents how an entrepreneur thinks and acts (Llopis, 2013).

It is found that a start-up business is sustainable if it has a person with a great idea or drive to run it along with capital, a good team, a relevant product and a market to promote to. Any person is considered self-employed if they are running a business (a) as a sole proprietor, (b) as an independent contractor, (c) as a member of a partnership, (d) as a member of a limited liability company that does not elect to be treated as a corporation, (e) as a member of a business cooperative, or (f) as a freelancer (Balcazar, Kuchak, Dimpfl, Sariepella, & Alvarado, 2014). It can be determined from research of literature that a good attitude has a sustaining relationship to starting a business. The problem of starting a business is having different variables to apply to a business plan in order to see success. Literature identifies a person's attitude is linked to their behavior to overcome challenges and see success. This means that the attitude of the entrepreneur directly impacts its start-up business. The entrepreneur does not have to have everything regarding knowledge, personality, or capital. Yet attitude will be the driving force to gaining success. Entrepreneurship as a way of life promotes

achievement, entrepreneurial spirit, acting upon opportunities, innovation, and a ‘the sky is the limit’ attitude (Kazakov, 2012).

### Capital and Start-up Business

The main problem in starting a business is having the money to do so. Obtaining the money to buy equipment, space, and marketing time is a challenge to most entrepreneurs. Literature prescribes that capital is important to a start-up company, especially within the first five years. If the capital runs out, so does the business. Inadequate capital is the number one factor in failing businesses. Start-up costs are the amount of money that you will need to open your doors, literally or figuratively (Thompson, 2016). A business has to see profitability through time to avoid failing. A business should understand the characteristics of marketing, sales, product development, as well as financial planning and corporate strategy (Buchegger, 2013). Funding is an essential part of any business. Seed money is necessary for any start-up (Bullock, 2019). Capital is necessary to move a business from beginning throughout sustainability.

### Product and Start-up Business

Another variable in starting a business is product. If a business doesn't have a product or service, it really doesn't exist. The business will be more about what kind of product is defined, how it will work and if there is even a market for it. One writer says that a lower start-up failure rate could have profound economic consequences. Employment growth in the 21st century will have to come from new ventures. The creation of an innovation economy that's driven by the rapid expansion of start-ups has never been more imperative (Blank, 2013). Through literature the main objective of a product

is about finding a problem and creating a solution. A well-prepared business plan is essential to value-added product success (Bouma et al., 2014). This theme stands out in all situations. Can a product solve someone's problem better than another business product?

It is found that products matter as much as a consumer is willing to pay for it. Empirical research says there is a link between product and merchant marketing. The higher the degree of confidence a consumer has in a merchant, the higher the consumer's willingness to pay for the product from that merchant (Clemons, 2016). Getting the first product to market is top priority. The product has to work well, and you can always refine and add features in accordance with customer input (Chang, 2017). In the business formation process, the fundamental decisions are directed toward the product or service range, location, legal form, the way the services are provided, the use of methods, tools and equipment, the design of operational processes, task distribution, and so on (Cristescu & Tileagă, 2015). Start-ups deal with innovative services and products (Birkinshaw et al., 2008). Some start-ups in technology need engineering practices of the same level or better than those of larger companies, as their time and resources are scarcer, and one failed project can put them out of business (2016). Build a product people love and hire amazing people. Spend more time on those and less time worrying about incremental ideas of traction, on raising money, etc.

### Market and Start-up Business

Marketing is critical to the success of new entrepreneurial ventures, but this is a topic which has received very little attention from scholars of either marketing or entrepreneurship. An effective strategy allows new businesses to gain sales by providing

products and or services that offer benefits to customers superior to those of their competitors (Jones, 2006).

The market is all about promoting the business. Starting up a business, the entrepreneur may not have a large budget, yet they should have a large vision for the market. The knowledge of effective marketing strategies and practices beneficial for business is found in literature that discusses knowing your market and how to market. Arya Bina argues marketing is essential for all businesses, but it's even more important for start-ups. Unless people know about your start-up and what it offers, they probably won't buy your products or services (Bina, 2018). Entrepreneurs must decide what end results they want. Ishtiaq and Munazer (2016) suggest that creative marketing strategy and effective execution are positively associated with business performance. The problem occurs when a business has a product to sell, yet it hasn't done the proper marketing to sell it. A Start-up business wants to sell its product or service, the market provides the platform to advertise that brand. Therefore, there is a direct impact from marketing to a start-up business. A Start-up company can even take a product that people know already and rebrand it. Given how important branding has become, a Start-up can gain an instant advantage in the marketplace if it uses a brand name, one that consumers are already familiar with, even if the product is different from what they remember (Brody, 2019).

Marketing is critical to the success of new entrepreneurial ventures, but this is a topic which has received very little attention from scholars of either marketing or entrepreneurship. An effective strategy allows new businesses to gain sales by providing products and or services that offer benefits to customers superior to those of their

competitors

### Teamwork and a Successful Start-up Business

After careful review of literature, the results lead me to the conclusion that teamwork is significant to building a business. Literature suggests teamwork is related to the success of a start-up company. To be successful, you need everyone in your organization thinking, believing, talking, and behaving in sync. You need everyone to be aligned with the same beliefs, expectations, behavior, and habits (Gordon & Smith, 2015). If you're building a company—not just a sole proprietorship—you need a solid team. You want the people who surround you to be the best in their field. A great company starts with a good team. You need to attract the best players with your vision and have them work together toward a common goal to win (Henry, 2017). One of the most important elements of an early-stage organization is forming team relationships. A team of two or three founders with complementary skills in design, programming, and growth marketing or sales was recommended. In addition, the chemistry between the founders was more important—trust, a complementary skill-set, high-quality mutual communication, and the ability to withstand uncertainty and fluctuations together (Zaheer, Breyer, Dumay, & Enjeti, 2019). Teams develop methods of working together as they collaborate and build relationships (Levin, 2005).

## **CHAPTER III**

### **METHODOLOGY**

#### **Introduction**

This study had, among its objectives, to explore the relationship of causality between the variables of attitude of the entrepreneur, capital, market, product, and teamwork in the New York.

This study was done with entrepreneurs who have started a business and maintained it or they no longer have a business today. It shows entrepreneurs who have started a new business after the first one has failed.

#### **Type of Research**

The research is a quantitative investigation, because according to Hernández Sampieri, Fernández Collado, and Baptista Lucio (2014), a research has a quantitative approach if data collection is used to test a hypothesis while taking into account numerical measurements and statistical analysis to establish patterns of behavior and test the theory. This method of investigating a phenomenon involves the collection and analysis of quantitative data. Quantitative data is any data that is in a numerical form. Quantitative research is therefore an empirical investigation of observable phenomena through the use of statistical, mathematical and computational techniques.

The research is also explanatory because it is an attempt to identify the causal relationships between variables, both directly and indirectly, by providing explanation

for the interrelationships between the different variables (Hernández Sampieri et al., 2014). It is an effort to connect ideas, to understand the cause and effect, in order to determine what variables, explain the level of success business owners have had in their first three years. It has therefore increased the author's understanding of what impacts a successful start-up business.

The investigation is transversal or cross-sectional in nature (Hernández Sampieri et al., 2014), because data were collected in a single moment in time. This observational study analyzes data from a representative subset of Northeastern Conference employees at a specific point in time. The instruments were administered in a single moment between the months of June and September of 2018.

The main objective of this research was the description of a phenomenon. The research is therefore descriptive (Malhotra, 2004), because descriptive research is the type of conclusive research whose main objective is to generally describe the characteristics or functions of the problem in question. The research seeks to find differences between the groups of variables for gender, age, type of business, academic level, type of market, type of promotion, and satisfaction of business progress.

Finally, the investigation is field research because the data were collected among entrepreneurs who own a business in the states of New York, Massachusetts, Connecticut, Rhode Island, New Jersey, Texas, Florida, California, and Maryland.

This chapter describes the methodology used during the investigation and addresses the design of the study, which includes: (a) the type of research, (b) the study population, (c) the sample, (d) the measuring instrument, (e) the null hypotheses, (f) the data collection, and (g) the data analysis.

## **Population**

The population or universe is a set of all the cases that agree with certain specifications (Hernández Sampieri et al., 2014). The population that was used in this research had over 2 million small businesses in New York.

## **Sample**

According to Hernández Sampieri et al. (2014), the sample is a representative subset of the population. Two non-probabilistic ways of selecting the sample was employed, namely purposive sampling and convenience sampling. Non-probability sampling represents a group of sampling techniques that helps a researcher select units from a population that is of interest to the researcher in the study. Purposive sampling employs the technique of using the judgment of the researcher in selecting the units of the population that is being studied. Convenience sampling is used when the units that are selected and included in the sample are available and the easiest to access. Direct sampling is the term used when a sample is taken from the actual population.

The type of sampling conducted in this investigation is non-probabilistic, direct, purposive and convenience. The survey instrument used was developed through Google Forms and sent through email to respondents. The sample sized used in this study is 108 participants, representing .0054% of the total population.

## **Measuring Instruments**

This section presents the different variables used in the study, the development of the instrument, the content validity, and the construct validity and the reliability of the instruments.



## Variables

A variable is any factor that can fluctuate and whose variation can be measured or observed (Hernández Sampieri et al., 2014). The variables used in this research are as follows: (a) attitude of the entrepreneur (b) market (c) product quality and (d) teamwork.

## Instrument Development

A measuring instrument, according to Hernández Sampieri et al. (2014), is any resource that the researcher uses to approach the phenomena and extract information. Testing the theories of this research require measuring these constructs accurately, correctly, and in a scientific manner before the strength of this relationship can be tested. Measurement is the careful, deliberate observations of the real world by selecting data that corresponds to the indicators and the variable or concepts used.

Below is a description of the process used in the conceptualization and operationalization for creating and selecting the measures for the instruments used in this study?

1. A conceptual definition of the variables start-up business, attitude of the entrepreneur, market, capital, product quality, and teamwork.

2. The variables start-up business, attitude of the entrepreneur, market, capital, product quality, and teamwork were put into dimensions.

3. Once the instruments were created, the help of writing experts was requested for their correction.

4. Five doctors in Philosophy professors from two major universities in the United States and one major university in Mexico were provided with an evaluation tool. This tool listed the name of each variable along with the indicators for the variable. Each

indicator or item had a five-point Likert scale to assess relevance and clarity. The writing experts were actively engaged in and assisted in validating the content of each question for relevance and clarity.

5. After the checks for relevance and clarity were completed, the resulting instruments used in this study were derived and consisted of seven sections: (a) general instructions and demographic data, (b) capital with 13 statements; (c) market (target audience and promotions), 11 statements; (d) attitude of the entrepreneur, with seven statements; (e) product quality, with 10 statements; and (d) teamwork, with 10 statements

6. Once the instruments were approved by the advisor, permission for distribution of the instruments was requested and obtained. The instruments were then distributed to business owners and the data was collected.

The instrument used in the study is shown in Appendix A.

### Instrument Validity

This section discusses the content validity and the construct validity of the variables used in the research.

#### **Content Validity**

In this section, the content and construct of the variables used in the research validity is presented. Peter and Churchill (1986) state that content validity is used to determine the extent to which the instrument's items are representative of the domain or whether the procedure followed for the elaboration or scale has been adequate.

The validation process of the content of the instrument was as follows:

1. The literature was reviewed in different databases on the variables start-up business, attitude, capital, market, product, and teamwork.

2. Then, taking into account the list of dimensions, subdimensions and criteria of the instrument to be proposed, in agreement with the advisor, those that would be used in the instrument were selected.

3. Consultations and reviews of the research were carried out by my advisor.

4. Clarity and relevance were evaluated with the help of five experts in the subject.

### **Construct Validity**

The factorial analysis procedure was used to evaluate the validity of the constructs of start-up business, attitude, capital, market, product, and teamwork, presented in this section. The results of the validation of each variable are presented in Appendix B.

Next, the statistical tests of the factor analysis for the constructs are presented.

#### **Attitude**

The instrument of attitude was made up of one dimension (A1, A2, A3, A4, and A7). The factorial analysis procedure was used to evaluate the validity of the attitude construct. In the analysis of the correlation matrix, it was found that the statements have a positive correlation coefficient greater than .5

When analyzing the anti-image matrix, it was verified that the values of the main diagonal are significantly greater than .05.

For the rotated factorial solution, the Varimax method was used. Table 1 presents information comparing the relative saturations of each indicator for the three

items of attitude. In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 51.25% of the total variance.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .657) was found. For the Bartlett sphericity test, it was found that the results ( $df = 3, p = .000$ ) are significant. It is found that all three items in the analysis have communality.

Table 1

*Rotated Component Matrix for Attitude of the Entrepreneur*

Dimension	Component	
	1	2
A1	.858	.177
A3	.231	.973
A7	.833	.227

For the extraction statistics by main components, it was found that two items were deleted to accommodate communality between variables. The remaining communality values are ( $Com_{min} = .745; Com_{max} = .999$ ), the three items are superior to the extraction criteria ( $Com = .300$ ). This means that there is sufficient communality between the items of the construct. In relation to the total variance explained, a confirmatory analysis was carried out with one factor explaining 49.43% of the total variance; this value is close to 50%. The one factor explained 49% of the construct.

For the rotated factorial solution, the Varimax method was used. Table 1 presents information comparing the relative saturations of each indicator for the one

factor of attitude of entrepreneur.

The one factor constituted three indicators and was assigned the name "Mindset of the Entrepreneur". The indicators were the following: "I was scared when I started my business" (A1), "When starting the business, I find myself thinking of the consequences of failing" (A3), and "When I started my business I used to get extremely nervous" (A7).

### Teamwork

Teamwork consists of one-dimension with team expectations (T1, T2, T3, T4, T6, and T7). The factorial analysis procedure was used to evaluate the validity of the teamwork construct (see Appendix B). In the analysis of the correlation matrix, it was found that the six statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .880) was found. This is indicative of enough correlation between the items of the construct. For the Bartlett sphericity test, the results ( $X^2 = 497.730$ ,  $df = 15$ ,  $p = .000$ ) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (all greater than .6). This means that there is good correlation between the items of the construct and therefore factor analysis can be applied to the data.

For the extraction statistics by main components, it was found that in the communality values ( $Com_{min} = .623$ ;  $Com_{max} = .872$ ), the six items are superior to the extraction criteria ( $Com = .300$ ). This means that there is sufficient communality between the items of the construct. In relation to the total variance explained, a confirmatory

analysis was carried out with one factor explaining 73.12% of the total variance; this value is greater than 50%. The one factor explained 73% of the construct.

For the rotated factorial solution, the Varimax method was used. Table 2 presents information comparing the relative saturations of each indicator for the one factor of teamwork.

The one factor of teamwork constituted six indicators and was assigned the name "Team Expectations". The indicators were the following: "I set expectations for my staff" (T1), "I give feedback to my staff" (T2), "I give my team incentives for good performance" (T3), "Work assignments are distributed fairly" (T4), "I encourage my team to contribute ideas" (T6), and "Team members are held accountable for the decisions they make" (T7).

## Capital

Capital is an observable variable. Thus, construct validity and reliability testing is not needed.

Table 2

*Rotated Component Matrix for Teamwork*

Item	Component	
	1	2
T1	.678	.582
T2	.669	.651
T3	.243	.931
T4	.717	.389
T6	.535	.709
T7	.906	.229

## Market

The instrument of work environment was made up of one dimension: (a) target audience (M1, M2, M4, and M6).

The factorial analysis procedure was used to evaluate the validity of the work environment construct (see Appendix B). In the analysis of the correlation matrix, it was found that the four statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .492) was found. This is indicative of enough correlation between the items of the construct. For the Bartlett sphericity test, the results ( $X^2 = 69.155$ ,  $df = 6$ ,  $p = .000$ ) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (all greater than .6). This means that there is good correlation between the items of the construct and therefore factor analysis can be applied to the data.

For the extraction statistics by main components, it was found that in the communality values ( $Com_{min} = .675$ ;  $Com_{max} = .817$ ), the four items are superior to the extraction criteria ( $Com = .300$ ). This means that there is sufficient communality between the items of the construct. In relation to the total variance explained, a confirmatory analysis was carried out with four factors explaining 74.88% of the total variance; this value is greater than 50%. The one factor explained 74% of the construct.

For the rotated factorial solution, the Varimax method was used. Table 3 presents information comparing the relative saturations of each indicator for the one factors of market.

Table 3

*Rotated Component Matrix of Market*

Item	Component	
	1	2
M1	-.067	.832
M2	-.025	.821
M4	.883	-.162
M6	.902	.054

The one factor constituted nine indicators and was assigned the name "Target Audience". The indicators were the following: "I did market research before starting my business" (M1), "I know my target market demographic profile very well" (M2), "I was still confused about what my target market really needed or expected" (M4), and "I have multiple promotional tools" (M6).

**Product Quality**

The instrument of product quality was made up of one dimension: Product Innovation (P1, P5, P6, and P7).

The factorial analysis procedure was used to evaluate the validity of the product quality construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 4 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .742) was found. This is indicative of enough correlation between the items of the construct. For the Bartlett sphericity test, the results ( $X^2 = 144.600$ ,  $df = 6$ ,  $p = .000$ ) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values



of the main diagonal are significantly greater than zero (all greater than .4). This means that there is good correlation between the items of the construct and therefore factor analysis can be applied to the data.

For the extraction statistics by main components, it was found that in the communality values ( $Com_{min} = .710$ ;  $Com_{max} = .937$ ), the four items are superior to the extraction criteria ( $Com = .300$ ). This means that there is sufficient communality between the items of the construct. In relation to the total variance explained, a confirmatory analysis was carried out with one factors explaining 81.697% of the total variance, this value is greater than 50%. The one factors explained 82% of the construct.

For the rotated factorial solution, the Varimax method was used. Table 4 presents information comparing the relative saturations of each indicator for the one factor of product quality.

The one factor constituted four indicators and was assigned the name "product innovation". The indicators were the following: "I created the product that I sold in my business venture" (P1), "The product that I was offering is unique" (P5), "The product I was offering is an improvement of an existing product" (P6), "I continue to improve the product that I offered" (P7).

### **Reliability of the Instruments**

The instruments were subjected to reliability analysis to determine their internal consistency by obtaining the Cronbach alpha coefficient for each scale. The Cronbach alpha coefficients obtained for the variables are the following: (a) attitude of the entrepreneur .640, (b) teamwork, .925, (c) market, .750, and (d) product quality, .834.

Table 4

*Rotated Component Matrix of Product Quality*

Item	Component	
	1	2
P1	.153	.956
P5	.647	.539
P6	.904	.089
P7	.854	.258

All Cronbach's alpha values were considered as corresponding to very acceptable reliability measures for each of the variables (see Appendix B).

### **Operationalization of the Variables**

Table 5 shows, as an example, the operationalization of the work environment variable, in which its conceptual definitions are included as instrumental and operational, in the first column the name of the variable can be seen, in the second column, the conceptual definition appears, in the third one, the instrumental definition that specifies how the variable will be observed, and in the last column each variable is codified. The full operationalization is found in Appendix C.

### **Null Hypothesis**

Hernández Sampieri et al. (2014) mentioned that null hypotheses are propositions about the relationship between variables, which serve to deny what the research hypothesis affirms. In this investigation, the following hypotheses were formulated: Confirmatory, alternate and complementary.

Table 5

*Operationalization of the Variable*

Variables	Conceptual definition	Instrumental definition	Operational definition
Attitude of the Entrepreneur	The mindset and experience that a business owner starts a business with.	The degree to which the mindset of the entrepreneur affects the success of the Start-up business in New York, was determined by means of the following nine items, under the scale: 1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly disagree  1. I was scared when I started my business. 2. I panic when I have to make an urgent decision. 3. When starting the business, I find myself thinking of the consequences of failing. 4. In running my business, I find myself thinking of things unrelated to my business. 5. I frequently get so nervous that I forget the facts that I really know. 6. I enjoy running my business. 7. When I started my business I used to get extremely nervous.	To measure quality of the attitude of the entrepreneur, data was obtained 108 business owners 7 items. The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used: 1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly disagree

**Main Null Hypothesis**

H<sub>0</sub>: The empirical model which includes attitude, capital, market, product quality, and teamwork are not predictors of the start-up business.

**Operationalization of the Null Hypotheses**

Table 6 shows the operationalization of one of the null hypotheses of this investigation are presented.

**Data Collection**

The data collection was carried out in the following way:

Table 6

*Operationalization of Hypotheses*

Hypothesis	Variables	Level of Measurement	Statistical Test
H <sub>0</sub> : The empirical model which includes attitude, capital, market, product quality, and teamwork are not predictors of the start-up business.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$ .
	A. Attitude	Metrics	
	B. Capital	Metrics	
	C. Market	Metrics	
	D. Product Quality	Metrics	
	E. Teamwork	Metrics	
	Dependents		
D. Start-up business.	Metrics		

1. It sent to individuals who own or have started a business.

2. The survey instrument was created through Google Forms and sent through email. All data was received online through Google Forms. 108 participated.

**Data Analysis**

The database was formed in the SPSS for Mac in version 23, in order to perform the analysis of the variables in that program. Subsequently, the scores for each of the variables were obtained, following the process indicated in the operationalization of the variables. After having completed the database, descriptive statistics (measures of central tendency, variability, normality and detection of atypical and absent data) were used to clean the database and obtain demographic information, as well as to evaluate the behavior of the main variables.

## **CHAPTER IV**

### **ANALYSIS OF THE RESULTS**

#### **Introduction**

The focus of this research is to study business owners and was specifically designed to explore the causal relationship between the latent variables attitude of the entrepreneur, market, capital, product quality and teamwork and start up business in accordance to the theoretical model identified in chapter one.

Additionally, as outlined in chapter three, the research conducted was quantitative, exploratory, transversal, descriptive and field.

The outline of this chapter is as follows: (a) demographic description of the subjects, (b) validation of latent constructs, (c) normality of the latent constructs (d) null hypotheses of the structural models, (e) complementary null hypotheses, (f) complementary questions, and (g) summary of the chapter.

#### **Population and Sample**

The research targeted the various business owners in the Northeastern states. A survey was prepared and distributed among current business owners and those who have owned a business. The field work was conducted during the months of June through September of 2018 and responses from 108 entrepreneurs were used. After the cleaning process of the database, 108 samples remained.

## Demographic Description

In the following section the results of gender category of respondents, the age, education of the entrepreneur, ethnicity of the entrepreneur, business residence of the entrepreneur, and target audience of the entrepreneur and they are presented.

### Marketing

In terms of marketing, most of the respondents focus on the dimension of target audience (69.7%). They tend to see how they can satisfy the needs of their target market. Only few of them (29.4%) focus on promotion. It indicates that target audience is the most important dimension of market in a start-up business (see Table 7).

Table 7

#### *Distribution of Public Types*

Public Type	<i>n</i>	%
Target	76	69.7
Promotion	32	29.4
Total	108	99.1
Missing System	1	.9
Total	109	100.0

Table 8 shows entrepreneurs between 20-29 ages ( $n = 6$ , 5.56%), 30-39 ( $n = 23$ , 21.30%), 40-49 ( $n = 41$ , 37.96%) 50-59 ( $n = 21$ , 19.44%) saw target audience as the most important dimension in start-up business market. Survey respondents age 60 and up ( $n = 13$ , 12.04%) view promotion as the most important dimension in a start-up business market. It shows that most start-up owners value a target audience most in starting a business.

Table 8

*Distribution of the Age of the Public*

Age	Market		Total
	Target	Promotion	
Not Applicable	3	1	4
20-29	5	1	6
30-39	17	6	23
40-49	30	11	41
50-59	16	5	21
60 and Up	5	8	13
Total	76	32	108

When market is crossed with age, it showed that entrepreneur ages 40 to 49 mostly focus on target market ( $n = 30$ , 27.78%), as compared to promotion ( $n = 11$ , 10%). It is also found that most of the entrepreneurs were in the age group of 30 to 59 ( $n = 85$ , 78.70%), though the majority were between the ages from 40 to 49 ( $n = 41$ , 37.96%). Few entrepreneurs were between the ages of 20 to 29 ( $n = 6$ , 5.56%) and the ages of 60 and up ( $n = 13$ , 12.04%). Regardless of the age group, most respondents focused more on target market than promotion. Only entrepreneurs in the ages of 60 and up focused more on promotion ( $n = 8$ , 7.40%) than target market ( $n = 8$ , 7.40%) (see Table 9).

It is observed that a larger percentage of males ( $n = 42$ , 38.39%) focus on target audience more than promotions ( $n = 17$ , 15.74%), while females focus on target audience ( $n = 34$ , 31.48%) more than promotion ( $n = 15$ , 13.89%). A total percentage of male and female ( $n = 76$ , 70.37%) value target audience more than promotion ( $n = 32$ , 29.63%). This reveals that both genders view target audience as the most valued dimension of a start-up business market (see Table 10).

Table 9

*Distribution of Population by Grade Level*

Education	Target	Market		Total
		Promotion		
High School	4	3		7
Undergraduate	26	12		38
Graduate	41	15		56
Other	5	2		7
Total	76	32		108

Table 10

*Distribution of Population by Gender*

Gender	Target	Market		Total
		Promotion		
Male	42	17		59
Female	34	15		49
Total	76	32		108

It is found that more percentage of Blacks or African-Americans concentrate on target audience ( $n = 55, 50.93\%$ ) over promotion ( $n = 28, 25.93\%$ ) as a dimension for start-up business market. Hispanic or Latino ( $n = 3, 2.78\%$ ), Asian ( $n = 2, 1.85\%$ ), Caucasian ( $n = 7, 6.48\%$ ), Native American ( $n = 1, 0.93\%$ ) still see target audience as the most important dimension of a start-up business market. This shows all ethnicities represented ( $n = 76, 70.37\%$ ) value target audience above promotion ( $n = 32, 29.63\%$ ) (see Table 11).

It is observed that more business owners from the urban community operate with target audience ( $n = 64, 59.26\%$ ) more than promotion  $n = 27, 25\%$ ). Rural also



Table 11

*Distribution of Population by Ethnicity*

Ethnicity	Market		TOTAL
	Target	Promotion	
Black or African-American	55	28	83
Asian	2	0	2
Hispanic or Latino	3	1	4
Caucasian	7	2	9
Native American	1	0	1
Total	76	32	108

focuses on target audience ( $n = 12$ , 11.11%) more than promotion ( $n = 5$ , 4.63%). Altogether both urban and rural still value target audience ( $n = 76$ , 70.37%) as a focus more than promotion ( $n = 32$ , 29.63%) as a dimension in a start-up business market. This indicates that business residence views target audience as the best way to start a business (see Table 12).

It is observed that business owners have a platform of both individuals and companies, or organization lean toward target audience ( $n = 45$ , 41.67%) more than promotion ( $n = 20$  18.52%). Business platforms that have individuals ( $n = 21$ , 19.44%) along with companies or organization ( $n = 10$ , 9.26%) still show a preference toward target audience over promotion with a total ( $n = 76$ , 70.37%) over ( $n = 32$ , 29.63%). This denotes that target audience is regarded over promotion in a start-up business (see Table 13).

#### Attitude

Most of the respondents (52.3%) have a good attitude toward a start-up business. Entrepreneurs that value very good attitude (19.3%) and have an excellent attitude

Table 12

*Distribution of Population by Business Residence*

Business Residence	Target	Market		Total
			Promotion	
Urban	64		27	91
Rural	12		5	17
Total	76		32	108

Table 13

*Distribution of Population by Target Audience*

Target Audience	Market		Total
	Target	Promotion	
Individuals	21	10	31
Companies or Organization	10	2	12
Both	45	20	65
Total	76	32	108

(7.3%) toward a start-up business. Responses indicate that 20.2% leaned toward a poor attitude in starting a business.

Results indicate that more entrepreneurs value a good attitude in starting a business. This study is an indicator that attitude is positive for a start-up business (see Table 14).

It is observed that more respondents ages 40-49 value a good attitude 18.52% toward start-up businesses. However, ( $n = 15$ , 13.89%) lean toward a poor attitude. The participants ages 20-29 have the least percentage of having a good attitude ( $n = 4$ , 3.70%). Entrepreneurs, ages 50-59 ( $n = 11$ , 10.19%), and 60 and up ( $n = 7$ , 6.48%),

Table 14

*Distribution of Population by Attitude*

Attitude		<i>f</i>	%
Valid	Poor Attitude	22	20.2
	Good Attitude	57	52.3
	Very Good Attitude	21	19.3
	Excellent Attitude	8	7.3
	Total	108	99.1
Missing	System	1	.9
Total		109	100.0

value a good attitude the most. The results present that age is a factor in the attitude of a Start-up entrepreneur (see Table 15).

According to this table, entrepreneurs ( $n = 30, 27.78\%$ ) with a graduate degree value a good attitude more than poor attitude ( $n = 13, 12.04\%$ ). Participants ( $n = 5, 4.63\%$ ) with a high school degree value good attitude toward a Start-up business the

Table 15

*Distribution of Population by Attitude according Age*

Age	Attitude				Total
	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude	
Not Applicable	2	2	0	0	4
20-29	1	4	1	0	6
30-39	4	13	4	2	23
40-49	15	20	5	1	41
50-59	0	11	7	3	21
60 and Up	0	7	4	2	13
Total	22	57	21	8	108

least. Participants with an undergraduate degree ( $n = 30, 27.78\%$ ) value a good attitude over a poor attitude ( $n = 9, 8.33\%$ ). The results show that respondents with an undergraduate or graduate degree value a good attitude toward start-up business. All respondents in total ( $n = 57, 52.78\%$ ) also show that a good attitude will bring success to a start-up business (see Table 16).

Table 16

*Distribution of Population by Attitude according Grade Level*

Grade Level	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude
High School	0	5	2	0
Undergraduate	9	16	10	3
Graduate	13	30	8	5
Other	0	6	1	0
Total	22	57	21	8

It is observed that a larger percentage ( $n = 32, 29.63\%$ ) of males value a good attitude more than females ( $n = 25, 23.15\%$ ). The results still indicate that both genders ( $57\%$ ) value a good attitude more than a poor attitude ( $n = 22, 20.37\%$ ) toward start-up business. It is also found that males have a lower percentage ( $n = 8, 7.41\%$ ) toward poor attitude whereas female are slightly higher ( $n = 14, 12.96\%$ ). Males that value a very good attitude are ( $n = 13, 12.04\%$ ), while females ( $n = 8, 7.41\%$ ) and ( $n = 6, 5.56\%$ ) of males value excellent attitude vs. female ( $n = 2, 1.85\%$ ). Overall a good attitude is valued most among entrepreneurs (see Table 17).

It is observed that more respondents ( $n = 45, 41.67\%$ ) value more of a good

Table 17

*Distribution of Population by Gender*

Gender	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude	Total
Male	8	32	13	6	59
Female	14	25	8	2	49
Total	22	57	21	8	108

attitude. The least percentage (0%) was Native American whereas Caucasian was listed at ( $n = 3$ , 2.78%). Black or African-American entrepreneurs show a low percentage ( $n = 16$ , 14.81%) for both poor and very good attitude. This is an indicator that there is a higher percentage ( $n = 57$ , 52.78%) of all ethnic business owners that value a good attitude toward Start-up business (see Table 18).

It is observed that more respondents ( $n = 47$ , 43.52%) have a good attitude over those in rural ( $n = 10$ , 9.26%). There are still ( $n = 20$ , 18.52%) of entrepreneurs that lean toward poor attitude. Excellent attitude also received the least support for urban ( $n = 7$ , 6.48%) and rural ( $n = 1$ , 9.23%). With a total ( $n = 57$ , 52.78%) of both residences

Table 18

*Distribution of Population by Ethnicity*

Ethnicity	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude	TOTAL
Black or African-American	16	45	16	6	83
Asian	1	1	0	0	2
Hispanic or Latino	2	2	0	0	4
Caucasian	2	3	3	1	9
Native American	1	0	0	0	1
Total	22	57	21	8	108

supporting a good attitude, it presents that a good attitude is vital toward Start-up business (see Table 19).

It is found that participants that value both individuals and companies or organizations are more ( $n = 35, 32.41\%$ ) than those who work with an individual platform for target audience ( $n = 16, 14.81\%$ ). Individual platforms show a low percentage ( $n = 5, 4.63\%$ ) for poor attitude, very good attitude and excellent attitude. With this table, there is ( $n = 57, 52.78\%$ ) in total that supports a good attitude. Results present a good attitude as important to a start-up business (see Table 20).

Table 19

*Distribution of Population by Business Residence*

Business Residence	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude	TOTAL
Urban	20	47	17	7	91
Rural	2	10	4	1	17
Total	22	57	21	8	108

Table 20

*Distribution of Population by Target Audience*

Target Audience	Poor Attitude	Good Attitude	Very Good Attitude	Excellent Attitude	TOTAL
Individuals	5	16	5	5	31
Companies or Organization	4	6	2	0	12
Both	13	35	14	3	65
Total	22	57	21	8	108

## Product Quality

It is observed that more respondents (38.5%) value very good quality in a product. The least is found to be at 3.7%. The results show more participants value very good quality in a start-up business product (see Table 21).

It is observed that more respondents between ages 40-49 value good ( $n = 15$ , 13.89%) and very good quality of a product ( $n = 15$ , 13.89%) toward Start-up business. Respondents between the ages of 20-29 show less percentage ( $n = 10$ , 9.26%) toward very good quality. Entrepreneurs 20-29 value very good quality ( $n = 4$  3.70%) more than poor quality ( $n = 1$ , 0.93%). Overall ( $n = 42$ , 38.89) results are still in favor of very good quality and its impact of a start-up business (see Table 22).

It is observed that more participants with a graduate degree ( $n = 21$ , 19.44%) value product quality in both good quality and very good quality at the same rate. Entrepreneurs with a high school degree show the least percentage for good quality ( $n = 4$ , 3.70%) and ( $n = 2$ , 1.85%) toward poor quality.

Table 21

### *Distribution of Population by Quality*

	Quality	<i>f</i>	%
Valid	Very Poor Quality	4	3.7
	Poor Quality	6	5.5
	Good Quality	37	33.9
	Very Good Quality	42	38.5
	Excellent Quality	19	17.4
	Total	108	99.1
Missing	System	1	.9
Total		109	100.0

Table 22

*Distribution of Population by Age*

Age	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	Total
Not Applicable	0	0	2	2	0	4
20-29	1	0	1	4	0	6
30-39	0	1	5	10	7	23
40-49	1	2	15	15	8	41
50-59	2	1	7	8	3	21
60 and Up	0	2	7	3	1	13
Total	4	6	37	42	19	108

The results show that there are a larger percentage of participants ( $n = 42$ , 38.89%) that value very good quality in a product for start-up business. The results show that entrepreneurs ( $n = 56$ , 51.85%) with a graduate degree show preference toward a good product quality (see Table 23).

It is observed that more respondents ( $n = 24$ , 22.22%) that value very good quality are female. More males ( $n = 20$ , 18.52%) value good quality and show ( $n = 18$ ,

Table 23

*Distribution of Population by Education*

Level grade	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	Total
High School	2	0	0	4	1	7
Under-graduate	1	1	15	12	9	38
Graduate	1	4	21	21	9	56
Other	0	1	1	5	0	7
Total	4	6	37	42	19	108



16.67%) less toward very good quality. The results show that more participants value very good quality of a start-up business. Both genders favor good quality ( $n = 37$ , 32.26%) and very good quality ( $n = 42$ , 38.89%). The numbers presented in this section show that product quality is beneficial to a start-up business (see Table 24).

Table 24

*Distribution of Population by Gender*

Gender	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	TOTAL
Male	4	5	20	18	12	59
Female	0	1	17	24	7	49
Total	4	6	37	42	19	108

Table 25 reveals that more of Black or African-American respondents' value good quality (30, 27.78%) and very good quality (30, 27.78%) while only ( $n = 13$ , 12.04%) value of excellent quality. The group with the least percentage ( $n = 1$ , 0.93%) is Native Americans. Asians represent ( $n = 2$ , 1.85%) and only reported excellent quality. Hispanic ( $n = 2$ , 1.85%) and Caucasian ( $n = 4$ , 3.70%) lean toward good and very good quality. Very good quality was shown to score the highest ( $n = 42$ , 38.89%). This indicates that a product must have very good quality to add success to a start-up business.

It is observed that participants that have business in an urban area value very good quality ( $n = 37$ , 34.26%). Participants in rural areas show a low percentage ( $n = 8$ , 7.41%) for good quality and ( $n = 5$ , 4.63%) for very good quality. Only ( $n = 3$ , 2.78%) value excellent quality. It is shown that ( $n = 3$ , 2.78%) of urban residents lean toward very poor quality and ( $n = 6$ , 5.56%) toward poor quality. Results show more participants

Table 25

*Distribution of Population by Ethnicity*

Ethnicity	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	TOTAL
Black or African-American	4	6	30	30	13	83
Asian	0	0	0	0	2	2
Hispanic or Latino	0	0	1	2	1	4
Caucasian	0	0	4	4	1	9
Native American	0	0	0	1	0	1
Total	4	6	37	42	19	108

that have businesses in the urban community value very good quality in a Start-up product (see Table 26).

It is observed that participants that have a target audience of both individuals and companies or organizations value very good quality the most ( $n = 24$ , 22.22%). Participants that focus on companies or organizations score the lowest ( $n = 4$ , 3.70%). It is also shown that businesses with an individual platform value good quality ( $n = 12$ , 11.11%) and very good quality ( $n = 14$ , 12.96%). Companies or organizations score

Table 26

*Distribution of Population by Business Residence*

Business Residence	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	TOTAL
Urban	3	6	29	37	16	91
Rural	1	0	8	5	3	17
Total	4	6	37	42	19	108

low at poor quality ( $n = 2$ , 1.85%), good quality ( $n = 4$ , 3.70%) and very good quality ( $n = 4$ , 3.70%). The results show that entrepreneurs that have a target audience of both individuals and companies or organizations have a larger percentage and value more very good quality for a Start-up product (see Table 27).

Table 27

*Distribution of Population by Target Audience*

Target Audience	Very Poor Quality	Poor Quality	Good Quality	Very Good Quality	Excellent Quality	Total
Individuals	0	2	12	14	3	31
Companies or Organization	0	2	4	4	2	12
Both	4	2	21	24	14	65
Total	4	6	37	42	19	108

### Teamwork

Thirty-nine percent of respondents indicate that they like to work with close friends. Only 3.9% like to work individually. It also shows a high percentage (33.9%) of participants that like to work with family. Fewer (21.1%) like to work with anybody. Those that like to work with acquaintances are reported at a low percentage (.9). This is a good indicator that teamwork is important to a start-up business (see Table 28).

According to Table 29, with teamwork more participants (ages 40-49) identify with working with close friends ( $n = 16$ , 14.81%). Those who value working with family ( $n = 12$ , 11.11%) were the next statistics among the same age group. The least of the percentage ( $n = 3$ , 2.78%) came from the 20-29 age group, while entrepreneurs ages 50-59 value working with family ( $n = 8$ , 7.41%) and working with close friends ( $n = 8$ ,

Table 28

*Distribution of Population by Teamwork*

Teamwork		<i>f</i>	%
Valid	Works Individually	4	3.7
	Works With Acquaintances	1	.9
	Works With Family	37	33.9
	Works With Close Friends	43	39.4
	Works With Anybody	23	21.1
	Total	108	99.1
Missing	System	1	.9
Total		109	100.0

Table 29

*Distribution of Population by Age*

Age	Teamwork					Total
	Works Individually	Works With Acquaintances	Works With Family	Works With Close Friends	Works With Anybody	
Not Applicable	0	0	2	2	0	4
20-29	0	1	3	0	2	6
30-39	0	0	8	9	6	23
40-49	3	0	12	16	10	41
50-59	1	0	8	8	4	21
60 and Up	0	0	4	8	1	13
Total	4	1	37	43	23	108

7.41%), while a low percentage ( $n = 4$ , 3.70%) will work with anybody. Participants ages 60 and up prefer working with close friends ( $n = 8$ , 7.41%) more than family ( $n = 4$ , 3.70%). Only age groups 40-49 ( $n = 3$ , 2.78%) and 50-59 ( $n = 1$ , 0.93%) show a low score for working individually. The results show that entrepreneurs value working with close friends the most. It is also shown that teamwork is of high value to a Start-up

business.

More entrepreneurs with graduate degrees value working with family ( $n = 21\%$ ) and working with friends ( $n = 20, 18.52\%$ ), and ( $n = 13, 12.04\%$ ) will work with anybody. This group shows a low percentage ( $n = 2, 1.85\%$ ) for working individually. Entrepreneurs with undergraduate degrees see working with family as a value ( $n = 14, 12.96\%$ ) and friends ( $n = 14, 12.96\%$ ) and others that will work with anybody ( $n = 9, 8.33\%$ ).

Participants with a high school diploma show a low percentage of working individually ( $n = 1, 0.93\%$ ) with acquaintances ( $n = 1, 0.93\%$ ), family ( $n = 1, 0.93\%$ ), anybody ( $n = 1, 0.93\%$ ) and a higher score toward friends ( $n = 3, 2.78\%$ ). Business owners from the other category show working with friends ( $n = 6, 5.56\%$ ) as a higher value. This shows that entrepreneurs that value the family and friends dimension maintain a higher concentration of teamwork in a start-up business (see Table 30).

It is observed that men scored higher in the category of working with friends ( $n = 23, 20.30\%$ ) yet lower in working with family ( $n = 20, 18.52\%$ ), while females scored

Table 30

*Distribution of Population by Education*

Level Grade	Works Individually	Teamwork				Total
		Works With Acquaintances	Works With Family	Works With Close Friends	Works With Anybody	
High School	1	1	1	3	1	7
Undergraduate	1	0	14	14	9	38
Graduate	2	0	21	20	13	56
Other	0	0	1	6	0	7
Total	4	1	37	43	23	108

higher working with family ( $n = 20$ , 18.52%) and the same for working with friends. Females ( $n = 9$ , 8.33%) scored lower than males ( $n = 14$ , 12.96%) in the category of working with anybody. The results show that both genders ( $n = 43$ , 39.81%) value working with close friends the most. Not only is teamwork seen as a valuable, but also working with familiar people is also preferred (see Table 31).

Table 31

*Distribution of Population by Gender*

Gender	Works Individually	Works With Acquaintances	Teamwork			Total
			Works With Family	Works With Close Friends	Works With Anybody	
Male	4	1	17	23	14	59
Female	0	0	20	20	9	49
Total	4	1	37	43	23	108

It is observed that Black or African-American entrepreneurs show a higher percentage ( $n = 32$ , 29.63%) for working with close friends and working with family ( $n = 30$ , 27.78%). Blacks or African-Americans also scored higher with working with anybody. Other ethnic groups were a small sample, and thus show us a small percentage ( $n = 6$ , 5.56%) for Caucasian, Latino ( $n = 6$ , 5.56%) and Native American ( $n = 1$ , 0.93%). The results show that working with friends is greatly preferred among all ethnic groups represented in this study ( $n = 43$ , 39.81%) (see Table 32).

According to this table, business from the urban community ( $n = 38$ , 35.19%) works with close friends. Urban businesses also show a higher percentage ( $n = 29$ , 26.85%) for working with family. They also show a higher percentage for working with

Table 32

*Distribution of Population by Ethnicity*

Ethnicity	Works Individually	Teamwork			Works With Anybody	Total
		Works With Acquaintances	Works With Family	Works With Close Friends		
Black or African-American	4	1	30	32	16	83
Asian	0	0	0	0	2	2
Hispanic or Latino	0	0	2	1	1	4
Caucasian	0	0	1	6	2	9
Native American	0	0	1	0	0	1
Total	4	1	37	43	23	108

anybody ( $n = 20$ , 18.52%). Businesses in rural areas have a low percentage for working with family ( $n = 8\%$ ) and friends ( $n = 5\%$ ). The results show that entrepreneurs in the urban community favor teamwork in starting a business (see Table 33).

It is observed that entrepreneurs that have both individuals and companies as

Table 33

*Distribution of Population by Business Residence*

Business Residence	Works Individually	Teamwork			Works With Anybody	Total
		Works With Acquaintances	Works With Family	Works With Close Friends		
Urban	4	0	29	38	20	91
Rural	0	1	8	5	3	17
Total	4	1	37	43	23	108

their target audience have a higher percentage ( $n = 24$ , 22.22%) of working with close friends. Entrepreneurs that target only individuals value working with family at a higher percentage ( $n = 15$ , 13.89%) than working with close friends ( $n = 11$ , 10.19%). The lowest percentage ( $n = 8$ , 7.41%) are presented by entrepreneurs that target companies or organizations only. Working with friends ( $n = 24$ , 22.22%) is seen as a greater dimension in the teamwork of a starting a business (see Table 34).

### Multiple Regression Assumptions

For this research, the first criterion that was analyzed was the linearity through the graphs. The second criterion that was tested was the normality of the errors with the Kolmogorov-Smirnov statistic ( $p > .05$ ). In the third criterion, the independence of the errors was proven using the Durbin-Watson test, whose value is very close to this, and indicates that the errors are not correlated and are independent. The fourth assumptions analyzed were the collinearity of the variables, and it was observed that the factor of the inflation of the variance (VIF) of attitude and market is 1.000 in model

Table 34

#### *Distribution of Population by Target Audience*

Target Audience	Works Individually	Teamwork				Total
		Works with Acquaintances	Works with Family	Works with Close Friends	Works with Anybody	
Individuals	0	0	15	11	5	31
Companies or Organization	1	0	2	8	1	12
Both	3	1	20	24	17	65
Total	4	1	37	43	23	108



1, when this variable was used for regression. Thus, results were less than ten for which, it is concluded that the previously mentioned variables, do not present collinearity. Finally, the homoscedasticity was analyzed, and it was proved that the errors have equal variances (see Appendix D).

### Null Hypothesis

This section presents the null hypotheses to which the supporting statistical tables are below.

H<sub>01</sub>: Attitude is a good predictor for a start-up business.

H<sub>02</sub>: Market is a good predictor for a start-up business.

In Table 35, it can be seen that the coefficient correlation,  $r$  is equal to .376,  $r^2$  is equal to .141,  $R^2$  adjusted = .125. Therefore, attitude and market to the extent of 12.5%. Using the Durbin-Watson test, whose value is very close to this indicates that the errors are not correlated and are independent.

In Table 36, a multiple linear regression was calculated to predict participants' start-up business based on their attitude and market. A significant regression equation was found ( $F_{(2,105)} = 819, p = .000, R^2 = .125$ ). Attitude and market were found to be the remaining variables significant to the dependent variable start-up business. It can

Table 35

*Model Summary<sup>b</sup>*

Model	$R$	$R$ Square	Adjusted $R$ Square	Std. Error of the Estimate	Durbin-Watson
1	.376 <sup>a</sup>	.141	.125	8.83208	1.854

Table 36

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1347.730	2	673.865	8.639	.000 <sup>b</sup>
	Residual	8190.594	105	78.006		
	Total	9538.324	107			

be seen that the probability is less than .05. Therefore,  $r$  is different than 0, suggesting that the model is good.

Table 37 presents that the values of the regression line are as follows: Market ( $B = 6.747$ ) (Beta =  $-.328$ ) and Attitude ( $B_2 = 1.994$ ) (Beta<sub>2</sub> =  $.163$ ). It has been shown that Market  $p$  is equal to  $.000$  and Attitude  $p$  is equal to  $.074$ . The VIF (1.004) is close to 1, which indicates there is no collinearity. Market is more important than attitude. Target audience seems to be a better value than promotion. Attitude is not written out at 5% however, it is sig. if the alpha is 10%. Since it is positive at 10%, it means that a good attitude is important toward a start-up business. Market still comes out to be a more important focus.

Table 37

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	$t$		Tolerance	VIF
1	(Constant)	34.09	3.647		9.346	.000		
	Market	-6.747	1.865	-.328	-3.617	.000	.996	1.004
	Attitude	1.994	1.106	.163	1.803	.074	.996	1.004

## **Summary of Chapter**

The chapter was quite extensive as it presented the results of the investigation. It showed the demographic data and the extent of its behaviour. All the respective tests relevant to the confirmatory model were presented and the complementary questions were answered with descriptive statistics.

## **CHAPTER V**

### **CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS**

#### **Introduction**

Chapter five shows the result of statistical analysis of the data gathered from 108 business owners. The result will be used to discuss the findings of the hypotheses listed in chapter one. To discuss the characteristics of the respondents and theories about a start-up business report, the reliability and the validity of the measurement and test the paths of the research model will also be used.

#### **Conclusion**

The first null hypothesis argues that attitude is a not a predictor of start-up business. Based on the outcome of the statistical analysis of survey results, the null hypothesis is rejected. Attitude is a predictor in starting a business. It has been found through research that the attitude of the entrepreneur impacts the success of the start-up business. Research verifies that entrepreneurs value a very good attitude in starting a business.

The second null hypothesis argues that capital is a not a predictor of start-up business. Due to results from the survey instrument, the null hypothesis is accepted. Capital is not the most important variable in starting a business.

The third null hypothesis argues that market is a not a predictor of start-up business. Due to results from the survey instrument, I reject the null hypothesis. Market,

including target audience and promotion, are most important to a start-up business.

The fourth null hypothesis argues that product quality is a not a predictor of start-up business. Due to results from the survey instrument I accept the null hypothesis.

The fifth null hypothesis argues that teamwork is a not a predictor of start-up business. Due to results from the survey instrument, I accept the null hypothesis.

### **Discussion**

This study began with five variables as a predictor of starting a business. According to literature review it was found that attitude of the entrepreneur, capital, product quality, market, and teamwork were predictors of a successful start-up business. This study's statistical testing of each variable supported the hypothesis. An instrument was created to survey entrepreneurs including a diverse demographic dimension. 108 business owners participated in the study. After using the SPSS platform and examining each variable through linear and qualitative questions, it was found that attitude and market were the most important predictors to a successful business. The three variables that were removed are found to have an impact on starting a business. However, attitude and market create the opportunities for capital, product quality and teamwork to flourish. The demographics of this study included a majority of Blacks or African-American (83%), individuals with a graduate degree (56%), entrepreneurs in the age groups 30-49 (%64), males (59%) and females (49%), participants that own businesses in an urban community (91%) and a mixture of individuals and companies or organizations (65%). This study is to provide the basics to a successful start-up business.

## Attitude

According to the arithmetic means it was found that attitude was one of the two best predictors of the success of a start-up business. Based on the frequency test, most participants (52.3%) value a good attitude toward a start-up business. This is an indicator that the attitude of the entrepreneur is relevant to the participants. The highest arithmetic means shows that the age of an entrepreneur counts toward their attitude. According to the demographics, those between ages 30 and 49 show more passion for a good attitude in business. Angela Duckworth wrote a book about grit and said that a combination of passion and perseverance make high achievers. In other words, grit (Duckworth, 2016). The demographics of this study show that participants valued a *good attitude* toward a start-up business. The highest arithmetic means revealed that entrepreneurs with undergraduate and graduate degrees favor a good attitude in starting a business. According to Duckworth (2016), adults who earned a MBA, PHD MD, JD or any other graduate degree were grittier than those with four-year college degrees, and those with college degree were grittier than those with some credits, but no degree.

According to Amemiya (2014), the person becomes important to the company based on experience and knowledge. Rockwood suggests that much success comes out of the belief system a person has combined with knowledge, persistence, and the right people on the team to create a progressive structure. He further suggests that raining influences entrepreneurial action and business opportunity identification, which in turn have positive effects on business creation. Beyond a great product, strong marketing and sufficient capital, start-ups thrive or fizzle depending on their environment and the people in them” (Rockwood et al., 2017). All factors of this study point to attitude

as being a necessity for success in a start-up business. In this research, it was important to present every aspect of the entrepreneur's attitude. My only limitation is that I would love to see more ethnicities and age groups between 20-20 to participate. However, my findings have provided enough indicators that attitude in any business can create opportunities for capital, building a great team, and producing a quality product. Walton (2016) states that empathy, problem solving, interpersonal relationships, independence, and reality testing, appear to be subscales that have the potential to influence the success of an entrepreneur. This is modeled to prove that emotional intelligence is a predictor of a successful entrepreneur. Attitude matters.

### Market

The construct of market was made up of two indicators: Target Audience (M4) and Promotion (M6). The factorial analysis procedure was used to evaluate the validity of the market in a start-up business. In the analysis of the correlation matrix, it was found that the majority of statements have a positive correlation.

In terms of marketing, most of the respondents focus on the dimension of target audience. Promotion was not the most important factor in starting a business. According to Seth and Pantoomano-Pfirsch (2015), market research gives us insight into consumer preferences and behaviors. According to the arithmetic means the more mature and educated the entrepreneur is, the more he/she valued target audience as an important asset for starting a business.

Promotion did show some positive results in the market dimension. Results weren't too low, yet it wasn't the main component that an entrepreneur needed for success. Responses at (29.4%) it showed that entrepreneurs valued promotions as

a factor to the market. Matyka (2013) conveys many results over the last few years have yielded the conclusion that social media is by far the most important platform for marketing products and services. To put this more scientifically, the diffusion of innovation is increasingly interlinked with social media. The majority of participants in the survey showed that they valued both individual and companies or organizations as a target audience.

Thus, starting a business takes a positive attitude. A Start-up business may have little capital, however, entrepreneurs who believes in themselves can drive their business to succeed. Results showing that target audience is the most important variable create opportunities to research marketing in depth.

### **Recommendations**

The results of the investigation lead to some recommendations:

1. Expand survey demographics to more age and ethnic groups.
2. More research should be done on starting a business using the remaining variables (Attitude and Market) and create additional variables.
3. More research on human capital and its attributes to starting a business.
4. More research on faith-based start-up businesses.
5. More research needs to be done on the fundamentals in raising start-up capital.



**APPENDIX A**

**INSTRUMENTS**

**1. Age**

---

**2. Education**

- a. High School
- b. Undergraduate
- c. Graduate
- d. Other

**3. Gender**

- a. Male
- b. Female

**4. Ethnicity**

- a. Black or African-American
- b. Asian
- c. Hispanic or Latino
- d. Caucasian
- e. Native American

**5. Business Residence**

- a. Urban
- b. Rural

**6. Target Audience**

- a. Individuals
- b. Companies or Organizations
- c. Both

**7. Sales Within Three Years of Operation**

- a. Very Unsatisfied
- b. Very Satisfied

**8. Sales Within Three Years of Operation**

- a. Decline
- b. Increase

**9. Sales Within Three Years of Operation**

- a. None
- b. A lot

**10. Sales Within Three Years of Operation**

- a. Excellent
- b. Poor

11. Sales Within Three Years of Operation
  - a. Above Expectation
  - b. Below Expectation
  
12. Profits Within Three Years of Operation
  - a. Very Unsatisfied
  - b. Very Satisfied
  
13. Profits Within Three Years of Operation
  - a. Decline
  - b. Increase
  
14. Profits Within Three Years of Operation
  - a. None
  - b. A lot
  
15. Profits Within Three Years of Operation
  - a. Excellent
  - b. Poor
  
16. Profits Within Three Years of Operation
  - a. Above Expectation
  - b. Below Expectation
  
17. Profits Within Three Years of Operation
  - a. Positive
  - b. Negative
  
18. How much capital was necessary to start your business?
19. How much capital did you invest?
20. How many employees did you have when you began including yourself?
21. What do you most use to engage your customers? 
  - a. Social Media (Facebook, Instagram, Twitter, Website, etc.)
  - b. Direct Marketing (Email, Publishing, Phone, Mail, Flyers etc.)
  - c. Events
  - Word-of-mouth
  
22. Which of the following best describes the industry or primary business activity that you are in?
  - a. Finance  Technology
  - b. Information
  - c. Health
  - d. Sciences
  - e. Education
  - f. Arts

- g. Entertainment
- h. Recreation
- i. Law and Government<sup>[L]</sup><sub>[SEP]</sub>
- j. Other:

## Market

23. I did market research before starting my business.<sup>[L]</sup><sub>[SEP]</sub>
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree
  - e. Strongly Agree
24. I know my target market demographic profile very well.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree
  - e. Strongly Agree
25. I didn't know my market when I began.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree
  - e. Strongly Agree
26. I was still confused about what my target market really needed or expected.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree
  - e. Strongly Agree
27. The price I set on my products or services was above the market price.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree
  - e. Strongly Agree
28. I have multiple promotional tools.
- a. Strongly Disagree
  - b. Disagree
  - c. Neutral
  - d. Agree

e. Strongly Agree

29. I offered discounts on the products or services that I sold.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

30. The location of my business is quite difficult to access.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

Attitude

31. I was scared when I started my business.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

32. I panic when I have to make an urgent decision.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

33. When starting the business, I find myself thinking of the consequences of failing.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

34. In running my business, I find myself thinking of things unrelated to my business.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

35. I frequently get so nervous that I forget facts that I really know.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

36. I enjoy running my business.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

37. When I started my business I used to get extremely nervous.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

#### Product Quality

38. I created the product that I sold in my business venture.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

39. The product that I sold was easily imitated.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

40. The product I was offering in my venture is commonly known.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

41. People are very much familiar with the product I was offering.

- a. Strongly Disagree
- b. Disagree

- c. Neutral
- d. Agree
- e. Strongly Agree

42. The product that I was offering is unique.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

43. The product I was offering is an improvement of an existing product.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

44. I continue to improve the product that I offered.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

45. I sold a product that has been known in the market.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

46. People were amazed by the product I sold.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

47. The product I offered is an imitation of an existing product.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

Teamwork

48. I set expectations for my staff.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
49. I give feedback to my staff.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
50. I give my team incentives for good performance.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
51. Work assignments are distributed fairly.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
52. I seldom meet my staff since they can work by themselves.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
53. I encourage my team to contribute ideas.
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree
  - Strongly Agree
54. Team members are held accountable for the decisions they make.
- Strongly Disagree
  - Disagree



- c. Neutral
- d. Agree
- e. Strongly Agree

55. I let my staff work by themselves.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

56. I communicate effectively to my team.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

57. I delegate jobs to my staff for them to work by themselves.

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

## **APPENDIX B**

### **CONSTRUCT VALIDITY**

## Attitude

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Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.640	.641	5

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KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Approx. Sphericity	Chi-Square	55.679
	df	3
	Sig.	.000

---

### Communalities

---

	Initial	Extraction
A1	1.000	.767
A3	1.000	.999
A7	1.000	.745

---

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Extraction Sums of Squared Loadings						Rotation Sums of Squared Loadings		
	Initial Eigenvalues			% of Variance			% of Variance		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.865	62.168	62.168	1.865	62.168	62.168	1.483	49.430	49.430
2	.647	21.554	83.721	.647	21.554	83.721	1.029	34.292	83.721
3	.488	16.279	100.000						

Extraction Method: Principal Component Analysis.

### Teamwork

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.926	6

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.880
Bartlett's Test of Sphericity	Chi-Square = 497.730
	df = 15
	Sig. = .000

#### Communalities

	Initial	Extraction
T1	1.000	.796
T2	1.000	.872
T3	1.000	.661
T4	1.000	.623
T6	1.000	.766
T7	1.000	.669

Extraction Method: Principal Component Analysis.

---

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.387	73.121	73.121	4.387	73.121	73.121
2	.536	8.925	82.046			
3	.435	7.252	89.298			
4	.282	4.705	94.003			
5	.237	3.944	97.947			
6	.123	2.053	100.000			

Extraction Method: Principal Component Analysis.

---

**Market**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.750	2

Cronbach's alpha is above .5  
This test is reliable.

---

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.492
Bartlett's Test of Sphericity	Approx. Chi-Square
	69.155
	df
	6
	Sig.
	.000

---

**Communalities**

	Initial	Extraction
M1	1.000	.697
M2	1.000	.675
M4	1.000	.807
M6	1.000	.817

Extraction Method: Principal Component Analysis.

---

**Total Variance Explained**

---

---

Component	Initial Eigenvalues			Extraction Squared Loadings			Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.696	42.396	42.396	1.696	42.396	42.396	1.599	39.985	39.985
2	1.299	32.483	74.879	1.299	32.483	74.879	1.396	34.894	74.879
3	.636	15.895	90.773						
4	.369	9.227	100.000						

---

Extraction Method: Principal Component Analysis.

### Product Quality

#### Reliability Statistics

Cronbach's Alpha	N of Items
.834	5

Cronbach's alpha is above .5  
This test is reliable.

---

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.742
Bartlett's Test of Sphericity	Approx. ChiSquare 144.600
	df 6
	Sig. .000

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#### Communalities

	Initial	Extraction
P1	1.000	.937
P5	1.000	.710
P6	1.000	.825
P7	1.000	.796

Extraction Method: Principal Component Analysis.

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#### Total Variance Explained

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Com- po- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Sums of Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.506	62.662	62.662	2.506	62.662	62.662	1.989	49.723	49.723
2	.761	19.035	81.697	.761	19.035	81.697	1.279	31.974	81.697
3	.412	10.295	91.991						
4	.320	8.009	100.000						

Extraction Method: Principal Component Analysis.

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## **APPENDIX C**

### **OPERATIONALIZATION OF THE VARIABLES**



*Operationalization of the variable work motivation*

Variables	Conceptual definition	Instrumental definition	Operational definition
Teamwork	The team that a company assembles to begin or maintain a business. (b) A culmination of roles working together to run a business	<p>The level of energy, commitment, and creativity that a team brings to the new business was determined by means of the following 10 items, under the scale:</p> <p>1 = Strongly disagree                  2 = Disagree                  3 = Neither agree nor disagree                  4 = Agree                  5 = Strongly disagree</p> <p>1. I set expectations for my staff.                  2. I give feedback to my staff.                  3. I give my team incentives for good performance                  4. Work assignments are distributed fairly.                  5. I seldom meet my staff since they work by themselves.                  6. I encourage my team to contribute ideas.                  7. Team members are held accountable for the decisions they make.                  9. I let my staff work by themselves.                  10. I communicate effectively to my team.                  11. I delegate jobs to my staff for them to work by themselves.</p>	<p>To measure the degree of the teamwork, data was obtained from 108 business owners using 10 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree                  2 = Disagree                  3 = Neither agree nor disagree                  4 = Agree                  5 = Strongly disagree</p>

*Operationalization of the variable work commitment*

Conceptual	Instrumental	Operational
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Variables	definition	definition	definition
Market	The audience a business targets with their product or services.	<p>The knowledge and effort of the entrepreneur to promote their business is determined by means of the following 8 items, under the scales:</p> <p>1 = Strongly disagree  2 = Disagree  3 = Neither agree nor disagree  4 = Agree  5 = Strongly disagree</p> <p>1. I did market research before starting my business.  2. I know my target market demographic profile well.  3. I didn't know my market when I began.  4. I was still confused about what my target market really needed or expected.  5. The price I set in my products or services was above the market price.  6. I have multiple promotional tools.  7. I offered discount to the products or services that I sold.  8. The location of my business is quite difficult to access.</p>	<p>To measure the effect of the market, data was obtained from 108 business owners through the measure of 8 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree  2 = Disagree  3 = Neither agree nor disagree  4 = Agree  5 = Strongly disagree</p>

*Operationalization of the variable job satisfaction*

Variables	Conceptual definition	Instrumental definition	Operational definition
Product Quality	The quality of a product used for business. A product that is used	The impact of product quality to a Start-up business measured by 108 business owners was determined by means of	To measure the degree of product quality, data was obtained from business owners,

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for business to generate income.

the following 24 items, under the scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly disagree

1. I created the product that I sold in my business venture.
2. The product that I sold was easily imitated.
3. The product I was offering in my venture is commonly known.
4. People are very much familiar with the product I was offering.
5. The product I was offering is unique.
6. The product I was offering is an improvement of an existing product.
7. I continue to improve the product that I offered.
8. I sold the product that has been known in the market.
9. People were amazed by the product I sold.
10. The product I offered is an imitation of the existing product.

through the measure of 10 items.

The variable was considered as metric.

To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:

- 1 = Strongly disagree
  - 2 = Disagree
  - 3 = Neither agree nor disagree
  - 4 = Agree
  - 5 = Strongly disagree
-

## **APPENDIX D**

### **NULL HYPOTHESIS**

## Market

### Model Summary<sup>b</sup>

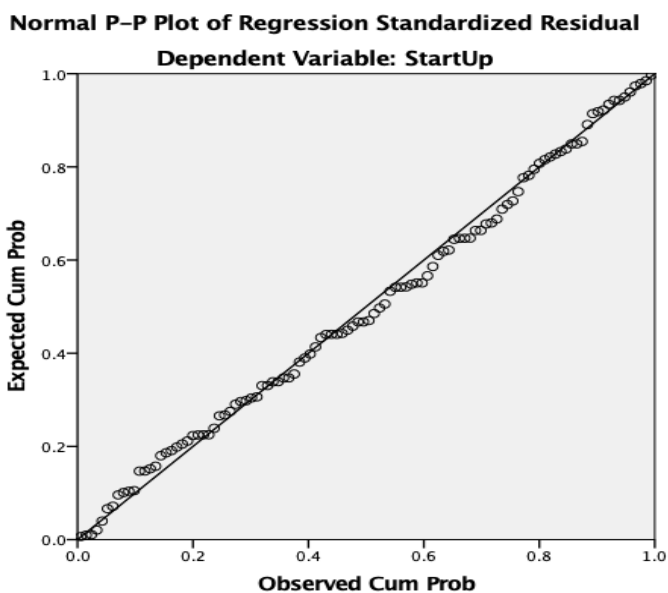
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.376 <sup>a</sup>	.141	.125	8.83208	1.854

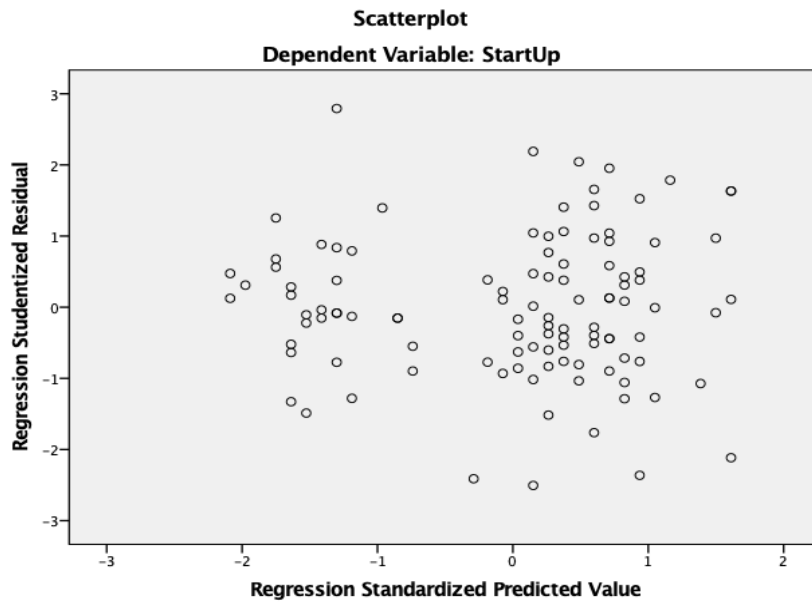
### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1347.730	2	673.865	8.639	.000 <sup>b</sup>
	Residual	8190.594	105	78.006		
	Total	9538.324	107			

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	34.090	3.647		9.346	.000		
	Market	-6.747	1.865	-.328	-3.617	.000	.996	1.004
	Attitude	1.994	1.106	.163	1.803	.074	.996	1.004





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## **CURRICULUM VITAE**

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### **EDUCATION & ACHIEVEMENT**

2016 to 2019 Montemorelos, Mexico	Universidad de Montemorelos Business Administration, Ph.D
1999 – 2001 Berrien Springs, MI	Andrews University Theological Seminary Masters of Divinity
1995 1998 South Lancaster, MA	Atlantic Union College Communication, B.S./ Religion, B.A.
1996 - 1997	Who's Who Among American Colleges & Universities

### **PASTORAL EXPERIENCE**

January 2017 to present	Mt. Olive SDA Church & Emmanuel SDA Church New London, CT/ Providence, RI, Pastor
May 2015 to 2016	Triumphant Tabernacle Mission Brooklyn, NY, Pastor
December 2012 to 2016	New Dimension Seventh-day Adventist Church Brooklyn, NY, Pastor
October 2005 to September 2008	Friendship Seventh-day Adventist Church Elmira, NY, Pastor
September 2001 to September 2005	Ephesus Seventh-day Adventist Church New York, NY, Associate/Youth Pastor
June 2008 to September 2012	Northeastern Conference of Seventh-day Adventists Jamaica, NY, Associate Youth Director
September 1999 to September 2001	Institute of Church Ministry, Andrews University Berrien Springs, MI, Office Assistant

### **CERTIFICATIONS**

2015 Caribbean American International  
New York State Certified Chaplain

2008 Master Guide  
Pathfinder/Adventurer Leader

#### COMMUNITY OUTREACH PROJECTS

Attorney General's Advisory Board

Addressing matters concerning legal policies in law and government.

Clergy Chaplains Corp., Providence, RI

Addressing community concerns among clergy in Providence, RI and partnership with the Police Dept.

67th Precinct Clergy Council, Sector Leader, Brooklyn, NY

Advocating against gun violence

Leading out in prayer vigils for families who are victims of homicides

Networking with interfaith clergy and elected officials

C.U.S.H. (Churches United to Save and Heal)

Education for the community regarding immigration laws, work programs, clergy initiatives, and affordable housing.

#### THRIVE NYC, MAYOR'S OFFICE

Hosted a town hall meeting at New Dimension regarding mental health and developing new initiatives.

#### IMMIGRATION RALLY

Informing church on legal rights and opportunities to gain resources for US status

#### PATENTS AND PUBLICATIONS

Author, Book/Devotional- Lessons for the #Journey

MEGA Project, CEO

Message Magazine, Advisory board, Column Writer: Elevation: Media That Takes You Higher.

Featured in New York Daily News

Xpresshunz Magazine, Chief Editor/Writer;

Insight Magazine, Contributor

Gleaner; Personal Interviewer, Photographer, Writer

#### ORGANIZATIONS INVOLVING MEDIA

Commercial with NAD Communications: Did You Know Series: Jesus Christ Is Our Judge and Advocate

Marketng and Promotions for NY 13 Evangelism and Summer Revival with Breath of Life TV, Brooklyn, NY July 2016

Black Adventist Youth Directors Association, Communications Director, iSer-  
vetv, Correspondent  
Praizevision, Marketing and Correspondent  
Atlantic Union Adventist Media; Member

**PERSONAL ATTRIBUTES**

Knowledge of human resource management and supervision  
Visionary  
Excellent interpersonal skills  
Team building skills