TOPIC: ENTREPRENEURAL QUALITIES: DOMINANCE OF HERIDITARY VS ENVIRONMENTAL FACTORS IN SUCCESS OF STARTUPS (A Study on Startups based in Agra)

ABSTRACT

Research topic "entrepreneurial qualities: Dominance of Hereditary vs. Environmental factors in success of startups (a study on startups based in Agra) is an attempt to explore entrepreneurial qualities that lead to success of startups. Success or failure of any startups depends upon many factors, but this study is focused on influence of entrepreneurial qualities only. Objectives: 1.To explore the influence of hereditary factors in a successful and failed entrepreneurs, 2. To explore the influence of environmental factors in a successful and failed entrepreneurs. Rationale: Getting into startups is much easier than running the same in a successful manner. A decision to involve into startup by an entrepreneur is very vital to think upon before getting into the venture. Some of the personal traits, qualities needs to know that has correlation with a successful enterprises prior to involve in the startups. So this piece of research is focused to explore those traits that have direct correlation with a successful startups.

Methodology: List of running and shutdown startups of Agra provided by MSME Agra was the universe of the study. Based on random and convenience sampling techniques sample has been selected and data collection instrument i.e. questionnaire has been applied to gather information's. Statistical analysis done using normality test to know the nature of the data then hypothesis has been tested using t test as data were related to two group and as data were normally distributed so parametric test has been chosen.

Findings: Inferences of statistical technique used in analysis data of both the groups (running and shutdown startups) revealed that failed startups entrepreneur were neither trained nor had born qualities. In case of born qualities, null hypothesis has been rejected that implies that there is difference exists on both the types of entrepreneurs. Regarding environmental factor null hypothesis could not rejected this implies that there is no difference exists, environmental factors impacts both the type of entrepreneurs. On the other hand regarding believe variables some of variables like "believe on success of business is a matter of luck" null hypothesis has rejected. Some variable like "believe on success of business is a matter of business skill" and "believe on success of business mainly depends upon quality of a business owner/leader" null hypothesis of these variables has not been rejected. This implies that there is no difference of believe of both the type of entrepreneurs in case of business is a matter of business skill and business mainly depends upon quality of a business owner. As far as opinion related factors are concerned variables related to market, competition and managing operational activities of the business, these null hypothesis has been rejected. This means there is different impact of successful entrepreneur and failed entrepreneurs of these factors.

Key words: *Entrepreneur, Startups, MSME, Working Capital, Long term fund, External environment.*

INTRODUCTION

"Startup" word implies initial stages of a small self-financed business that is initiated individually or by small group. It is young entrepreneurial business with objective to scale to capture large market in future. As per Grant Thornton (2016) startup can be defined that has incorporated for three years or less, having second round of funding stage, its not initiated through restructuring of any organization or even splitting.

Entrepreneurial development in india is increasing day by day. As on 31.12.2020 a total number of 5, 37,677 enterprises have registered under Manufacturing category whereas 8, 65,058 enterprises registered under Service sector. MSME annual report 2020-21 available on www.msme.gov.in. This shows that many youngsters are shifting towards running their own venture. So it becomes very important to know the required qualities of an entrepreneurs to ensure success in the venture. Success of a ny venture is depending upon many factors but factors related to the skills of an entrepreneur is one of them. This paper "Entrepreneurship: Dominance of hereditary vs. environmental factors (A study based on graduation final year students of Agra) is focused on required skills of an entrepreneurs to ensure success.

Objectives:
(1) To explore the impact or influence of hereditary factors in a successful and failed entrepreneurs.
(2) To explore whether the impact or influence of environmental factors in a successful and failed entrepreneurs.
(3) To explore the general belief of successful entrepreneurs and failure entrepreneurs related to the business.
(4) To explore the general opinion of successful entrepreneurs and failed entrepreneurs related to their experience of handling business.

Hypothesis:
H0:1: There is no significant impact of hereditary factors on factors required for success of an entrepreneur.
H0:2: There is no significant impact of environmental factors on factors required for success of an entrepreneur.
H0:3: There is no significant difference of belief factor related to the successful and failed entrepreneurs.
H0:4: There is no significant difference of opinion factor related to the successful and failed entrepreneurs.

Objectives are based on theories related to leaders are born or made. In secondary research good range of secondary sources has been referred to know the born qualities of an entrepreneurs and how environmental factors may affect to an entrepreneurs

becoming a successful entrepreneur. In order to test the theories impact on successful and failed entrepreneurs a primary research has been conducted wherein list of startups and shutdown startups has been prepared with the help of MSME Agra. Entrepreneurs of both the categories has been asked questions from different point of views to conclude the influence of born qualities and environmental factors on success and failure of startups of Agra.

Based on the collected data from primary sources, statistical analysis has been conducted to draw inferences and conclude whether hereditary factors or environmental factors dominating success or failure of startups of Agra. But whether entrepreneurs born or made? This is an age-old question, asked about many other occupations – artists, writers, teachers, and scientists have been subject to the same speculation. With the increasing importance of business start-ups in today's globalised economy, and the popularity of entrepreneurship programmes in the academic world, the born-vs-made entrepreneurial debate has taken the public discourse spotlight. Historically, it used to be believed that great leaders were born, and predestined to rule (Kirkpatrick and Locke, 1991). This view, however, has been challenged and nowadays many argue that the opposite is valid.

Even though there are character traits that naturally predispose some people towards entrepreneurial activities, such as drive, determination and risk-taking, there are also environmental factors which play an important role in facilitating entrepreneurial success. Entrepreneurs can acquire their skills throughout life, starting with the impact of role models in the family, and later on through education and work experience. We start by examining the born perspective, analysing the academic literature in literature review section. We then focus on the other perspective, where we also look at academic research and give respective examples. To establish a link between theory and practice, we have also included the views of youngsters based on primary research who share their views on the matter. An efforts has been made to conclude whether only hereditary factors are enough for entrepreneur or combination of environmental and hereditary both.

LITERATURE REVIEW

Background: There are many reasons of failure of a startups, this includes issues related to internal environment of a business (SWOT) as well as external environment i.e. PESTLE. This empirical study is based upon one of the swot factor that is internal environment and within the internal environment how personal factor of an entrepreneur responsible for success or failure of a startup.

A successful start-up cannot start a business just with passion and an idea. A high level of leadership skills with clear understanding of market, excellent communication skills, maturity to see things in right perspective along with the ability to take calculated risks are required on the part of the entrepreneur(Aggarwal,2017). Of the numerous reasons why

Indian startups fail early, almost all are related to innovation and leadership: weak business models, poor planning, faulty customer insights, or lack of original ideas, focus, agility and tech capability, apart from leadership gaps. Startup India and similar Startup Missions run by Indian states could switch into this lean startup mode by teaching their cohorts five basic steps that are not difficult to follow: Frame the challenge, Create an opportunity portfolio, Manage strategic projects, Connect plans to financials, Keep the plan connected to reality, Convert assumptions into knowledge, Sometimes projects need to be redirected, even if business founders vaingloriously try to execute an increasingly unrealistic idea. https://www.livemint.com/opinion/online-views/slip-into-lean-mode-to-raise-the-odds-of-startup-success-11621958508926.html 23rd march 2022

In order to implement certain set of rules and business basics as discussed above, it is important that leadership ensures the same. Implementation is such thing that is to be get done through leadership or entrepreneur. All the entrepreneurs are not having similar skill set of leadership. Some of the entrepreneur having inborn qualities of leadership or entrepreneurship and some are missing the same. There are theories behind leadership born qualities and learning entrepreneurship or leadership skills additionally. These theories are highlighting on features of leaders, some of the theories exploring the behaviors of leading, these skills can be adopted by entrepreneurs to enhance their leadership abilities.

"Great Man" Theories
As per this theory great leaders are born with their outstanding internal abilities to do great work on this earth. They may be termed as natural-born leaders. Trait Theories This theories assumes that leaders certain qualities are inherit and traits that make them different from others and those traits are effective in leading. These traits includes specific personality and behavioural features of a leader. Contingency- This theory is concerned with specific variables of environment that ensures the style of leading as per the demand of the situation. This theory concludes that no specific style of leading is suitable for all situations. Situational Theories- Situational theory says that leaders are bound to choose course of action on the basis of situational needs. Different styles of leadership be appropriate for the decision making in certain situation. Autocratic, democratic and free rain styles are used as per the demand of the situation. Behavioral Theories- This behavioral leadership theory is just opposite of great man theory where there was assumption the great leaders are by born only. Behavioral theory believes that leaders can be made. People can learn certain skills by observation or training to enhance their leading capabilities to perform better in terms of leading people. Participative Theories - Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others. Management Theories- Management theories, also known as transactional theories, focus on the role of supervision, organization, and group performance. These

theories base leadership on a system of rewards and punishments. Managerial theories are often used in business; when employees are successful, they are rewarded and when they fail, they are reprimanded or punished. Relationship Theories - Relationship theories, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want every person to fulfill their potential. Leaders with this style often have high ethical and moral standards.

Overview of Transformational Leadership

There are many different ways of thinking about leadership, ranging from focusing on the personality traits of great leadership to emphasizing aspects of the situation that help determine how people lead. Like most things, leadership is a highly multi-faceted subject and it is a mixture of many factors that help determine why some people become great leaders. Learn more about some of the things that make people strong leaders is one way of potentially improving your own skills. It is always a debatable issue that whether leaders are born or can be made? In our day to day life and as per different research had conducted at various places concludes that mostly leaders are made but yes there are significant percentage that demonstrates that leadership is genetic as well. Earlier leadership theories are focused on differentiation of qualities of leaders and its followers. On the other hand subsequent theories are focused on situational and skill based factors that a leader possesses.

Successful entrepreneur are those who runs their venture successfully, whether by utilizing their genetic skills or skilled that they had developed either by experiences or by getting right and relevant training. Failures of a startups doesn't mean good or bad leadership, it may failed due to other many reasons. But in this piece of research focus is on leadership so most of the leaders those have either genetic qualities of managing adverse situation or even leaders or entrepreneurs gone through systematic and relevant training of managing adverse situation of a business can bounce back in their business related difficulties and make it a successful venture. On the other hand entrepreneurs doesn't have genetic qualities of managing and even does not developed their business and managing skills through training are the major reason of failure of a startups.

METHODOLOGY

Universe of the study is startups based in Agra as per MSME Agra. There are two categories of startups has been considered for the study i.e. successful startups and startups that has shut down. Two sampling frame has been prepared (successful startups and shutdown startups) based on list provided by MSME Agra. Sampling technique: Sampling technique used while choosing sample from universe is mixed of probability based sampling techniques and non-probability based. It is simple random sampling and convenience sampling techniques has been used to choose the samples from both the categories of

sampling frame. Calculated sample size is 100 that includes 50 samples from still running startups and 50 samples from shut down startups of Agra. Questionnaire has been used as instruments of data collection to collect data from primary sources i.e. from identified samples.

After collection of primary data statistical tests has been applied to draw inferences. First of all nature of the data has been known from the statistical test and test of the data has been applied accordingly. Data were normally distributed, so parametric tests has been utilized. Mainly t test has been used to test the hypotheses.

STATISTICAL ANALYSIS:

Born factor:	Environmental factors:
(1) Had Problem solving skill since childhood (2) Achievement in School/College life (3) Led people for any social cause	(1) Highest level of education you have completed (2) Family Background (3) Training Development Program

Belief factors:

(1) What is your believe on Success of Business is a matter of luck
(2) What is your believe on Success of Business is a matter of business skill
(3) What is your believe on success of business mainly depends upon quality of a business owner/Leader

Opinion factors:

(1) Managing subordinates and staff is tough

(2) Managing marketing aspect of the business is tough

(3) Managing your customers is tough

(4) Managing /Coping with external environment of the business i.e. Market is tough

(5) Managing / Coping with external environment of the business i.e. competition is tough

(6) Managing working capital of the business is tough

(7) Managing long term fund requirements of the business is tough

(8) Managing operational activities of the business is tough

(9) Managing procurements for the business is tough

(10) Managing storage related challenges is tough

T test of born factor, environment factor, belief factors and opinion factors of two groups i.e. running startups and shut down startups.

	Significance value	Inference
Born factor: (1) Had Problem solving skill since childhood	.011	**Statistically significant. Null hypothesis rejected.**
(2) Achievement in School/College life	.000	**Statistically significant. Null hypothesis rejected.**
(3) Led people for any social cause	.000	**Statistically significant. Null hypothesis rejected.**
Environmental factors: (1) Highest level of education you have completed	.231	**Not significant, Null hypothesis could not rejected.**
(2) Family Background	.348	
(3) Training Development Program	.000	**Statistically significant. Null hypothesis rejected.**
Belief factors: (1) What is your believe on Success of Business is a matter of luck	.009	**Statistically significant. Null hypothesis rejected.**
(2) What is your believe on Success of Business is a matter of business skill	.301	**Not significant, Null hypothesis could not rejected.**
(3) What is your believe on success of business mainly depends upon quality of a business owner/Leader	.129	**Not significant, Null hypothesis could not rejected.**
Opinion factors: (1) Managing subordinates and staff is tough	.786	**Not significant, Null hypothesis could not rejected.**
(2) Managing marketing aspect of the business is tough	.899	**Not significant, Null hypothesis could not rejected.**

(3) Managing your customers is tough	.886	**Not significant, Null hypothesis could not rejected.**
(4) Managing /Coping with external environment of the business i.e. Market is tough	.000	**Statistically significant. Null hypothesis rejected.**
(5) Managing / Coping with external environment of the business i.e. competition is tough	.044	**Statistically significant. Null hypothesis rejected.**
(6) Managing working capital of the business is tough	.496	**Not significant, Null hypothesis could not rejected.**
(7) Managing long term fund requirements of the business is tough	.281	**Not significant, Null hypothesis could not rejected.**
(8) Managing operational activities of the business is tough	.044	**Statistically significant. Null hypothesis rejected.**
(9) Managing procurements for the business is tough	.070	**Not significant, Null hypothesis could not rejected.**
(10) Managing storage related challenges is tough	.351	**Not significant, Null hypothesis could not rejected.**

REGRESSION MODELS:

Dependent variables:	**Independent variables**:
Managing /Coping with external environment of the business i.e. Market is tough Managing / Coping with external environment of the business i.e. competition is tough Managing operational activities of the business is tough Linear regression has been implemented on	Demographic factors: Age, Gender and Business status Born factors: Had Problem solving skill since childhood, Achievement in School/College life, Led people for any social cause Environmental factors: Highest level of education you have completed, Family Background, Training and Development program

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610a	.372	.366	1.129

a. Predictors: (Constant), Business Status

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.960	1	73.960	58.040	.000b
	Residual	124.880	98	1.274		
	Total	198.840	99			

a. Dependent Variable: Managing /Coping with external environment of the business i.e.Market, is tough

b. Predictors: (Constant), Business Status

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.880	.357		2.465	.015
	Business Status	1.720	.226	.610	7.618	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818a	.669	.665	.861
2	.828b	.686	.679	.842

a. Predictors: (Constant), Business Status

b. Predictors: (Constant), Business Status, Training Development Program

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.

1	Regression	146.410	1	146.410	197.688	.000b
	Residual	72.580	98	.741		
	Total	218.990	99			
2	Regression	150.159	2	75.080	105.806	.000c
	Residual	68.831	97	.710		
	Total	218.990	99			

a. Dependent Variable: Managing/ Coping with external environment of the business i.e.Competition, is tough
b. Predictors: (Constant), Business Status
c. Predictors: (Constant), Business Status, Training Development Program

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.620	.272		-2.278	.025
	Business Status	2.420	.172	.818	14.060	.000
2	(Constant)	-2.268	.765		-2.965	.004
	Business Status	3.112	.345	1.051	9.022	.000
	Training Development Program	.264	.115	.268	2.299	.024

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763a	.582	.577	.942
2	.777b	.604	.596	.921

a. Predictors: (Constant), Business Status
b. Predictors: (Constant), Business Status, Age

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.000	1	121.000	136.299	.000b
	Residual	87.000	98	.888		
	Total	208.000	99			
2	Regression	125.685	2	62.842	74.054	.000c
	Residual	82.315	97	.849		

Total	208.000	99			

a. Dependent Variable: Managing Operational activities of the business is tough
b. Predictors: (Constant), Business Status
c. Predictors: (Constant), Business Status, Age

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.100	.298		-.336	.738
	Business Status	2.200	.188	.763	11.675	.000
2	(Constant)	-.558	.350		-1.591	.115
	Business Status	2.222	.184	.770	12.044	.000
	Age	.182	.077	.150	2.350	.021

FINDINGS

In order to conduct statistical tests related to objectives of the study, first of all some of the variables has been identified based on the questions of the questionnaire. Those variables includes: Born factor, Environmental factor, Belief factors and Opinion factors (as categories mentioned in the above table). Variables related to born factor and environmental factor has been utilized to prove the objectives that whether successful entrepreneur do have born qualities or even environmental qualities too. Belief related variables are focused towards belief of entrepreneurs still running their startups and even entrepreneurs those who has already shut down their startups. Opinion factors are some of the statements that will conclude whether specific opinions are falling in running startups category or shut down startups category to conclude the related entrepreneur's opinions.

Born factors:

P value of variables "problem solving skill since childhood", "achievement in school /college life" and "led people for any social cause" are is .011, .000 and .000 respectively, which are less than the level of significance value .05, this shows that null hypothesis has been rejected. This implies that there is significant difference of "problem solving skill since childhood" "achievement in school/college life and led people for any social cause" is successful entrepreneurs and failed entrepreneurs.

Environmental factors:

P value of variables "Highest level of education you have completed", "Family background", are .231 and .348 are more than the level of significance value i.e. .05, this implies that null hypotheses could not rejected. This means there is no difference in case of successful entrepreneurs and failed entrepreneurs. In other words environmental factor having impact equally in both the types of entrepreneurs.

Believe factors:

P value of variable "believe on success of business is a matter of luck" is .009 which is less than level of significance value .05, this implies null hypothesis has rejected. This mean successful entrepreneurs and failed entrepreneurs has different believe regarding business is a matter of luck.

P value of variable "believe on success of business is a matter of business skill" is .301 and "believe on success of business mainly depends upon quality of a business owner/leader" is .129. These p values are more than the level of significance value that shows that null hypothesis has not been rejected. This implies that there is no difference of believe of both the type of entrepreneurs in case of business is a matter of business skill and business mainly depends upon quality of a business owner.

Opinion related factors:

P value of variables "coping with external environment of the business i.e. market is tough, "coping with external environment of the business i.e. Competition in tough" and managing operational activities of the business is tough" are .000, .044 and .044 these values are less than the level of significance value .05. This implies that null hypothesis has been rejected. This means there is different impact of successful entrepreneur and failed entrepreneurs of these factors.

P value of other variables of opinion related factors are more than the level of significance value that shows null hypothesis could not rejected. This means there is no significant impact of these variables on two different types of entrepreneurs i.e. successful and failed startups related entrepreneurs.

CONCLUSION

Statistical test has been conducted on two categories of the entrepreneurs i.e. startups still running and startups has shut down. As research objectives were to find whether successful entrepreneurs has by born qualities only or even environmental qualities. Second thing to

see belief of successful and failure entrepreneurs and other objective was to know the specific thoughts or opinions of both the categories of the entrepreneurs.

Born factors:

Genetic factors impacts differently on successful entrepreneurs and entrepreneurs related to shut down of startups. This implies that genetics features will have different impact on success and failure. This factor only existing in entrepreneurs with success story.

Environmental factors:

Environmental factors doesn't have the different impact on successful entrepreneurs and failed entrepreneurs, rather there is similar impact, and in other words there is no different impact. This concludes that those who had been succeeded have impact of environmental factor and even having same impact on those who have been failed in the business. As leader can be made as well so this environmental factor have no different influence on both the categories of the entrepreneurs.

Believe factors:

"Whether success of business is a matter of luck" this thought of believe is not similar in both the categories of the entrepreneurs.

Regarding "believe on success of business is a matter of business skill" and "believe on success of business mainly depends upon quality of a business owner/leader" are having similar influence of both the categories of the entrepreneurs. This means both the entrepreneurs have same believe.

Opinion related factors:

Opinion of both the types of entrepreneurs on "coping with external environment of the business i.e. market is tough, "coping with external environment of the business i.e. Competition in tough" and managing operational activities of the business is tough" are different. In other words market, competition and managing operational activities impacts differently to the both the types of entrepreneurs.

There is no significant difference of impact on successful entrepreneur and failed startup entrepreneur related to these variables. Managing subordinates and staff, marketing aspects of business, managing customers, managing working capital, managing long term fund, managing procurement and storage related challeng**es.**

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APPENDIX

T test of born factor, environment factor, belief factors and opinion factors of two groups i.e. running startups and shut down startups.

	Significance value	Inference
Born factor: (1) Had Problem solving skill since childhood	.011	Statistically significant. Null hypothesis rejected.
(2) Achievement in School/College life	.000	Statistically significant. Null hypothesis rejected.
(3) Led people for any social cause	.000	Statistically significant. Null hypothesis rejected.
Environmental factors: (1) Training Development Program	.000	Statistically significant. Null hypothesis rejected.
Belief factors: (1) What is your believe on Success of Business is a matter of luck	.009	Statistically significant. Null hypothesis rejected.
Opinion related factors: (1) Managing /Coping with external environment of the business i.e.Market is tough	.000	Statistically significant. Null hypothesis rejected.
(2) Managing / Coping with external environment of the business i.e. competition is tough	.044	Statistically significant. Null hypothesis rejected.

(3) Managing operational activities of the business is tough	**.044**	**Statistically significant. Null hypothesis rejected.**

(1) Had Problem solving skill since childhood:

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Had Problem Solving skill since Childhood	Equal variances assumed	6.674	.011	13.759
	Equal variances not assumed			13.759

Independent Samples Test

t-test for Equality of Means

		df	Sig. (2-tailed)	Mean Difference
Had Problem Solving skill since Childhood	Equal variances assumed	98	.000	1.980
	Equal variances not assumed	92.561	.000	1.980

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Had Problem Solving skill since Childhood	Equal variances assumed	.144	1.694	2.266
	Equal variances not assumed	.144	1.694	2.266

(2) What is your believe on Success of Business is a matter of luck

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
What is your believe on Success of business is a matter of luck	Equal variances assumed	7.107	.009	-11.693
	Equal variances not assumed			-11.693

Independent Samples Test

	t-test for Equality of Means		
	df	Sig. (2-tailed)	Mean Difference
Equal variances assumed	98	.000	-2.160

		84.203	.000	-2.160
What is your believe on Success of business is a matter of luck	Equal variances not assumed			

Independent Samples Test

		t-test for Equality of Means		
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
What is your believe on Success of business is a matter of luck	Equal variances assumed	.185	-2.527	-1.793
	Equal variances not assumed	.185	-2.527	-1.793

(3) <u>What is your believe on Success of Business is a matter of business skill</u>

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t
What is your believe on Success of business is a matter of business skill	Equal variances assumed	1.083	.301	4.391
	Equal variances not assumed			4.391

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
What is your believe on Success of business is a matter of business skill	Equal variances assumed	98	.000	.780
	Equal variances not assumed	94.193	.000	.780

Independent Samples Test

	t-test for Equality of Means	
	Std. Error Difference	95% Confidence Interval of the Difference

		Lower	Upper	
What is your believe on Success of business is a matter of business skill	Equal variances assumed	.178	.428	1.132
	Equal variances not assumed	.178	.427	1.133

(4) What is your believe on success of business mainly depends upon quality of a business owner/Leader

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
What is your believe on Success of business mainly depends upon quality of a business owner/leader	Equal variances assumed	2.342	.129	3.761
	Equal variances not assumed			3.761

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
What is your believe on Success of business mainly depends upon quality of a business owner/leader	Equal variances assumed	98	.000	.600
	Equal variances not assumed	97.323	.000	.600

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
What is your believe on Success of business mainly depends upon quality of a business owner/leader	Equal variances assumed	.160	.283	.917
	Equal variances not assumed	.160	.283	.917

(5) Managing subordinates and staff is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing subordinates and staffs is tough	Equal variances assumed	.074	.786	-17.083
	Equal variances not assumed			-17.083

Independent Samples Test

	t-test for Equality of Means		
	df	Sig. (2-tailed)	Mean Difference
Equal variances assumed	98	.000	-2.360

		95.730	.000	-2.360
Managing subordinates and staffs is tough	Equal variances not assumed			

Independent Samples Test

			t-test for Equality of Means		
				95% Confidence Interval of the Difference	
		Std. Error Difference		Lower	Upper
Managing subordinates and staffs is tough	Equal variances assumed	.138		-2.634	-2.086
	Equal variances not assumed	.138		-2.634	-2.086

(6) <u>**Managing marketing aspect of the business is tough**</u>

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t
Managing Marketing Aspect of the business is tough	Equal variances assumed	.016	.899	-15.111
	Equal variances not assumed			-15.111

Independent Samples Test

		t-test for Equality of Means		
		Df	Sig. (2-tailed)	Mean Difference
Managing Marketing Aspect of the business is tough	Equal variances assumed	98	.000	-2.500
	Equal variances not assumed	90.360	.000	-2.500

Independent Samples Test

t-test for Equality of Means

		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Managing Marketing Aspect of the business is tough	Equal variances assumed	.165	-2.828	-2.172
	Equal variances not assumed	.165	-2.829	-2.171

(7) Managing your customers is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing your customers is tough	Equal variances assumed	.021	.886	-12.432
	Equal variances not assumed			-12.432

Independent Samples Test

			t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference	
Managing your customers is tough	Equal variances assumed	98	.000	-2.300	
	Equal variances not assumed	93.638	.000	-2.300	

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing your customers is tough	Equal variances assumed	.185	-2.667	-1.933
	Equal variances not assumed	.185	-2.667	-1.933

(8) Managing /Coping with external environment of the business i.e.Market is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing /Coping with external environment of the business i.e.Market, is tough	Equal variances assumed	19.482	.000	-7.618
	Equal variances not assumed			-7.618

Independent Samples Test

	t-test for Equality of Means		
	df	Sig. (2-tailed)	Mean Difference
Equal variances assumed	98	.000	-1.720

Managing /Coping with external environment of the business i.e.Market, is tough	Equal variances not assumed	76.035	.000	-1.720

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing /Coping with external environment of the business i.e.Market, is tough	Equal variances assumed	.226	-2.168	-1.272
	Equal variances not assumed	.226	-2.170	-1.270

(9) Managing / Coping with external environment of the business i.e. competition is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing/ Coping with external environment of the business i.e.Competition, is tough	Equal variances assumed	4.159	.044	-14.060
	Equal variances not assumed			-14.060

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Managing/ Coping with external environment of the business i.e.Competition, is tough	Equal variances assumed	98	.000	-2.420
	Equal variances not assumed	82.533	.000	-2.420

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing/ Coping with external environment of the business i.e.Competition, is tough	Equal variances assumed	.172	-2.762	-2.078
	Equal variances not assumed	.172	-2.762	-2.078

(10) <u>**Managing working capital of the business is tough**</u>

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means
	F	Sig.	t

Managing working capital of the business, is tough	Equal variances assumed	.467	.496	-20.640
	Equal variances not assumed			-20.640

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Managing working capital of the business, is tough	Equal variances assumed	98	.000	-3.000
	Equal variances not assumed	96.701	.000	-3.000

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper

Managing working capital of the business, is tough	Equal variances assumed	.145	-3.288	-2.712
	Equal variances not assumed	.145	-3.288	-2.712

(11) <u>**Managing long term fund requirements of the business is tough**</u>

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing Long term fund requirements of the business, is tough	Equal variances assumed	1.174	.281	-16.188
	Equal variances not assumed			-16.188

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Managing Long term fund requirements of the business, is tough	Equal variances assumed	98	.000	-2.620
	Equal variances not assumed	89.468	.000	-2.620

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing Long term fund requirements of the business, is tough	Equal variances assumed	.162	-2.941	-2.299
	Equal variances not assumed	.162	-2.942	-2.298

(12)   Managing operational activities of the business is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing Operational activities of the business is tough	Equal variances assumed	4.155	.044	-11.675
	Equal variances not assumed			-11.675

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Managing Operational activities of the business is tough	Equal variances assumed	98	.000	-2.200
	Equal variances not assumed	82.299	.000	-2.200

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing Operational activities of the business is tough	Equal variances assumed	.188	-2.574	-1.826
	Equal variances not assumed	.188	-2.575	-1.825

(13)   Managing procurements for the business is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t

Managing Procurements for the business is tough	Equal variances assumed	3.348	.070	-11.539
	Equal variances not assumed			-11.539

Independent Samples Test

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Managing Procurements for the business is tough	Equal variances assumed	98	.000	-2.140
	Equal variances not assumed	89.179	.000	-2.140

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper

Managing Procurements for the business is tough	Equal variances assumed	.185	-2.508	-1.772
	Equal variances not assumed	.185	-2.508	-1.772

(14)   Managing storage related challenges is tough

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Managing storage related challenges is tough	Equal variances assumed	.878	.351	-12.346
	Equal variances not assumed			-12.346

Independent Samples Test

		t-test for Equality of Means		
		Df	Sig. (2-tailed)	Mean Difference
Managing storage related challenges is tough	Equal variances assumed	98	.000	-2.360
	Equal variances not assumed	82.717	.000	-2.360

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Managing storage related challenges is tough	Equal variances assumed	.191	-2.739	-1.981
	Equal variances not assumed	.191	-2.740	-1.980

ADDITIONAL TESTS:

(1) Highest level of education you have completed

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Highest level of Education you have completed	Equal variances assumed	1.455	.231	.675
	Equal variances not assumed			.675

Independent Samples Test

	t-test for Equality of Means		
	df	Sig. (2-tailed)	Mean Difference
Equal variances assumed	98	.501	.080

Highest level of Education you have completed	Equal variances not assumed	97.241	.501	.080

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Highest level of Education you have completed	Equal variances assumed	.118	-.155	.315
	Equal variances not assumed	.118	-.155	.315

(2) Family background

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t
Family Background (parents belongs to)	Equal variances assumed	.890	.348	1.325
	Equal variances not assumed			1.325

Independent Samples Test

		t-test for Equality of Means		
		Df	Sig. (2-tailed)	Mean Difference
Family Background (parents belongs to)	Equal variances assumed	98	.188	.280
	Equal variances not assumed	77.515	.189	.280

Independent Samples Test

t-test for Equality of Means

		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Family Background (parents belongs to)	Equal variances assumed	.211	-.139	.699
	Equal variances not assumed	.211	-.141	.701

(3) Training Development Program

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Training Development Program	Equal variances assumed	172.439	.000	17.684
	Equal variances not assumed			17.684

Independent Samples Test

		t-test for Equality of Means		
		Df	Sig. (2-tailed)	Mean Difference
Training Development Program	Equal variances assumed	98	.000	2.620
	Equal variances not assumed	49.000	.000	2.620

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Training Development Program	Equal variances assumed	.148	2.326	2.914
	Equal variances not assumed	.148	2.322	2.918

(4) Achievements in school/College life

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Achievements in school/College life	Equal variances assumed	107.071	.000	18.345
	Equal variances not assumed			18.345

Independent Samples Test

	t-test for Equality of Means		
	Df	Sig. (2-tailed)	Mean Difference
Equal variances assumed	98	.000	2.840

Achievements in school/College life	Equal variances not assumed	49.000	.000	2.840

Independent Samples Test

		t-test for Equality of Means		
			95% Confidence Interval of the Difference	
		Std. Error Difference	Lower	Upper
Achievements in school/College life	Equal variances assumed	.155	2.533	3.147
	Equal variances not assumed	.155	2.529	3.151

(5) Led people for any social cause

Independent Samples Test

		Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t
Led People for any social cause	Equal variances assumed	58.689	.000	14.669
	Equal variances not assumed			14.669

Independent Samples Test

		t-test for Equality of Means		
		Df	Sig. (2-tailed)	Mean Difference
Led People for any social cause	Equal variances assumed	98	.000	2.540
	Equal variances not assumed	73.770	.000	2.540

Independent Samples Test

		t-test for Equality of Means	
		Std. Error Difference	95% Confidence Interval of the Difference

			Lower	Upper
Led People for any social cause	Equal variances assumed	.173	2.196	2.884
	Equal variances not assumed	.173	2.195	2.885