



Motivations, competencies and success factors for entrepreneurship on business performance: An analysis in MSMES in Queretaro State, Mexico

Las motivaciones, competencias y factores de éxito para el emprendimiento y su impacto en el desempeño empresarial: un análisis en las MIPyMES en el estado de Querétaro, México

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Abstract

Entrepreneurship is an activity that has become increasingly relevant as a mechanism for solving economic and employment problems faced by all countries, mainly developing countries. As a result, governments have taken a more proactive role in developing initiatives and policies to support entrepreneurs and to increase the entrepreneurial potential, in order to boost economic growth and job creation. Therefore, the main aim of this research is to determine the impact of motivations, competencies and success factors for entrepreneurship on business performance.

It's a quantitative research of 429 entrepreneurs of micro, small and medium size enterprises (MSMEs), using a non-probabilistic convenience sampling method and structural modelling technique for testing the relationships. The results provide evidence that there are statistically significant relationships between motivations, competencies and success factors for entrepreneurship and business performance, which represents a theoretical and empirical framework contribution. From a practical point of view, knowledge of these factors could guide educational institutions and policy makers to create and strengthen these

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factors that allow entrepreneurs to identify business opportunities, reduce the risk associated with new ventures, as well as for encouraging new business creation and increasing its success rate.

JEL Code: L26, L60

Keywords: Entrepreneurship; entrepreneur; entrepreneurial success

Resumen

El emprendimiento es una actividad que está cobrando diariamente una mayor relevancia como una forma de resolver los problemas económicos y de empleo que enfrentan todos los países, principalmente aquellos en vías de desarrollo. Debido a esto, es que los gobiernos están asumiendo un papel más proactivo en el desarrollo de iniciativas y políticas de soporte a los emprendedores y de fomento al potencial emprendedor. Por lo que, el objetivo de esta investigación es determinar el impacto de las motivaciones, competencias y los factores de éxito para el emprendimiento en el desempeño empresarial, mediante una encuesta aplicada a 429 emprendedores de micro, pequeñas y medianas empresas (MiPymes) del Estado de Querétaro, utilizando un muestreo no probabilístico de conveniencia y la técnica de ecuaciones estructurales. Los resultados encontrados prueban la existencia de relaciones estadísticamente significativas entre las motivaciones, las competencias y los factores de éxito para el emprendimiento, y el desempeño empresarial, lo que representa una aportación teórica y empírica. Desde la práctica, el conocimiento de estos factores puede guiar a las instituciones educativas y gubernamentales a fortalecer estos aspectos para que el emprendedor pueda identificar las oportunidades de negocio, minimizar los riesgos asociados al emprendimiento e incentivar la creación de nuevas empresas, así como elevar su tasa de éxito.

Código JEL: L26, L60

Palabras clave: emprendimiento; emprendedor; éxito emprendedor

Introduction

Entrepreneurship is recognized as one of the main drivers of the development of national economies, so governments have sought through the establishment of various measures to enhance the growth of entrepreneurial activity as an alternative driver of employment, which contributes to solving the demand for employment, improving productivity, promoting innovation, and of course impacting the economy. In developed countries, the largest number of operating companies are micro, small, and medium-sized enterprises, with no more than 100 employees, which have arisen because of market opportunities, technological transformations, and changes in social and cultural structures, as well as because of people who anticipate these changes and see entrepreneurship as an opportunity to improve their income and work opportunities.

In Mexico, the contribution to the country's economy and development of this type of company is equally significant since they represent 99.8% of the productive entities, contribute 52.0% of the GDP,

and make up 74.0% of the total productive force (INEGI, 2014). Nevertheless, it is known that 75.0% of the ventures generated in the country fail and that the survival rate is lower than in other countries such as Brazil, Colombia, and the United States (Failure Institute, 2016), to mention a few. In addition to the lack of financial resources, some of the reasons for which the ventures are not as successful as expected include deficient operation and management, lack of knowledge of the market, and poor training for entrepreneurship because most entrepreneurs, in this case, Mexicans, have little knowledge about how to start and operate a business (Ministry of Economy, 2014) or simply do not have the resources, talent, knowledge, or tools to perform this activity, since they were not prepared for it and tend to learn from success or failure, and often undertake these ventures because they come from families that have had businesses before.

On the other hand, although there is information available in the country on entrepreneurship, there are aspects and relations that have not yet been explored, or the results are not conclusive, so more studies are needed to increase the knowledge of the factors that explain the success or failure of this activity. In addition, much of the information on entrepreneurship has been conducted in companies in developed countries or has focused on the characteristics of entrepreneurs' personalities and entrepreneurial intentions. In this context, it is important to carry out this study on the motivations, competencies and success factors for entrepreneurship and its impact on business performance, thus seeking to provide information for investment decisions and the generation of measures that promote entrepreneurship and other aspects that help to boost the number of ventures and their success rate.

Entrepreneurship in Querétaro

Querétaro is a benchmark for national economic development, registering a constant annual growth rate over the last decade that is higher than the national average. There are 92 402 establishments in the State. Of these, 91.84% are microenterprises with less than 10 employees, while 6.28% are small enterprises with between 11 and 50 employees. Meanwhile, 1.39% are medium-sized companies with 51 to 250 employees, and only 0.49% are large companies employing more than 250 employees. The productive area mainly comprises companies in the commerce and non-financial services sectors, with 43.2% and 44.0%, respectively. In contrast, the manufacturing industry accounts for 8.7% and 4.1% of other productive activities (INEGI, 2019). Regarding employment, 60.7% of the total employed population of the State works for an MSME, which is equivalent to more than 480 thousand people (SEDESU, 2018). The manufacturing sector contributes 35.79% of employment and 70.2% of total gross production, followed by the private non-financial services sector and commerce, with 31.7% and 25.0%, respectively (INEGI, 2014).

An entrepreneurial activity represents an area of opportunity for the State due to the level of development achieved, together with the characteristics and potential of the existing business structure and the growth rate of the region, which generates a favorable environment for starting a company, especially an industrial or technology-based one, to meet the supply and service needs demanded by the manufacturing industry. Therefore, according to the GEM (Global Entrepreneurship Monitor) report, the number of start-ups, the total rate of entrepreneurship, and early-stage entrepreneurship are lower than the national mean. Moreover, mostly consumer-oriented companies comprise 89.3% (Rehak et al., 2016), a situation that contrasts with the manufacturing vocation of the state.

Review of the literature

Entrepreneurship represents a complex activity related to the decision to start a company (Ventura & Quero, 2013) based on a creative value-added proposal that responds to a need or area of opportunity in the environment, in which risks are taken in the hope of obtaining an economic or personal benefit (Hisrich, Peters, & Shepherd, 2013). In this activity, the entrepreneur's personal, business, and technical capabilities are tested based on his or her training and experience (Léger & Kaloussis, 2006; Hisrich et al., 2013). Through the latter, entrepreneurs obtain the knowledge, skills, and attitudes necessary for successful entrepreneurship and are encouraged to develop activities associated with business creation (De Paco et al., 2011; Murali, Mohani, & Yuzliani, 2009).

In the literature, the study of entrepreneurship has been approached from different theoretical approaches: economic, behavioral, sociological, etcetera. Based on these, it is argued that the decision to undertake a business venture is mostly due to economic issues (Wennekers et al., 2005), the possession of certain characteristics or psychological traits of the entrepreneur (Carsrud & Brännback, 2011), and aspects of the environment where entrepreneurship takes place (Busenitz et al., 2003). Thus, many pieces of research revolve around the reasons that lead people to entrepreneurship and the conditions that favor or limit entrepreneurship (Ventura & Quero, 2013; Olmos, González & Alcaraz, 2014; Canales, Román & Ovaldo, 2017; Marulanda & Morales, 2016).

Motivations for entrepreneurship

Motivations have been the subject of interest of many researchers, who seek to learn more about what drives people to become entrepreneurs, the problems associated with entrepreneurship (Yalcin & Kapu (2008), and the factors in its success (Benzing, Chu, & Kara, 2009). Motivation is recognized as the necessary force for entrepreneurship and overcoming difficulties, and one of the greatest predictors of the

results and success of entrepreneurial activity (Marulanda & Morales, 2016). Accordingly, different positions have emerged that seek to conceptualize and group together the motivations for entrepreneurship. For example, Kuratko, Hornsby, and Naffziger (1997) propose four types of motivations: extrinsic reward, intrinsic reward, autonomy, and family security. Yalcin and Kapu (2008) group them into financial, recognition, freedom, and family tradition, while others classify them as push and pull factors. The former includes unemployment, professional growth, and job dissatisfaction. Pull factors include the desire for independence, self-improvement, and expectations to achieve prestige and economic benefits (Amit & Muller, 1995; Marulanda, Montoya, & Vélez, 2014b). Using these approaches, it has been shown that the motivations for starting a company are mainly related to the search for a better income, job security, and the need for work and subsistence (Benzing, Chu & Callanan, 2005; Benzing et al., 2009; Chu, Benzing & McGee, 2007) or to the emergence of opportunities and aspects linked to the economy or the environment (Coduras, Sainz, & Ruiz, 2016; Carsrud & Brännback, 2011; Toca, 2010; Marulanda & Morales, 2016).

Similarly, motivations related to issues of achievement or recognition (business and personal) or other factors specific to the entrepreneur have been found, such as the desire to test their ideas and capabilities (Chu et al., 2007; Stefanovic, Prokic, & Rankovic, 2010; Coduras et al., 2016); the search for challenges (Swierczek & Hathai, 2011) or personal satisfaction and growth (Benzing et al., 2005). There is the desire to be one's own boss and aspire to a better lifestyle (Cachon et al., 2013); coming from a family that has been entrepreneurial before and having personal and social relations in the entrepreneurial sphere, in addition to having a strong vocation and attraction for business (Coduras et al., 2016; Fuentelsaz et al., 2015).

On the other hand, motivations are related to professional training and lack of employment. These are important factors in the intention and decision to become an entrepreneur since it has been found that people have a greater propensity to become independent when their perception of their capabilities is positive and they see themselves as capable of establishing a company, with a certain entrepreneurial potential (Quevedo, Izar & Romo, 2010), or when work experiences are not as desired (Dubini, 1988; Hamilton, 2000) and the lack of job opportunities is evident (Edelman et al., 2016). Likewise, when the ideal circumstances for entrepreneurship exist (Marulanda & Morales, 2016), or there is the influence of family, friends, or others, who in some way encourage or inhibit the decision to become independent and start their own company (Díaz, Hernández & Roldán, 2011; Moriano et al., 2012). Table 1 summarizes the motivations for entrepreneurship found in the literature.

Table 1
 Motivations for entrepreneurship

Type	Variables	Authors
Personal	● Challenge, achievement, improvement, personal satisfaction, growth, and prestige	Kuratko et al., (1997); Chu, et al., (2007); Stefanovic et al., (2010); Swierczek and Hathai, (2011); Benzing et al., (2005); Cachon et al., (2013).
	● Autonomy, independence, and freedom	
	● Putting ideas into action	
	● Test their capabilities, skills, knowledge, and experience	
Economic	● Achieve a better lifestyle	Benzing et al., (2005); Benzing et al., (2009); Chu et al., (2007); Coduras et al., (2016); Edelman et al., (2016).
	● Better income	
	● Need for work and subsistence	
	● Dissatisfaction with employment	
Entrepreneurship orientation	● Lack of opportunities	Benzing et al., (2005); Benzing et al., (2009); Chu et al., (2007); Coduras et al., (2016); Edelman et al., (2016).
	● Family and employment security	
	● Tradition and family influence	
	● Vocation and attraction for business	
Exogenous	● Having relations linked to companies	Yalcin and Kapu, (2008); Coduras et al., (2016); Fuentelsaz et al., (2015); Moriano et al., (2012); Liñán and Chen, (2009); Díaz et al., (2011).
	● Attitudes associated with entrepreneurship	
	● Unemployment	
	● Taking advantage of opportunities	
Exogenous	● Conditions for entrepreneurship (market, social and economic)	Carsrud and Brännback, (2011); Toca, (2010); Dubini, (1988); Hamilton, (2000); Díaz et al., (2011); Marulanda and Morales, (2016).

Source: Created by the authors based on the review of the literature

Entrepreneurial skills

There are different conceptualizations of entrepreneurial competencies. Some researchers define them as all the knowledge, skills, capabilities, abilities, skills, qualifications, values, and attitudes an entrepreneur must have to start a company. In these, various individual and social attributes are present, as well as those acquired by the individual through formal education or experience (Gómez & Zatizábal, 2011; Olmos et al., 2014). Accordingly, previous studies have emphasized the importance of the entrepreneur's profile in business growth (Colombo & Grilli, 2005) and have associated certain personality traits and qualities of the entrepreneur with the predisposition of some people to entrepreneurship with others; among them are: determination, commitment, and total dedication to success. They also have initiative and the ability to value opportunities (Muñoz, cited in Guerra, Hernández, & Triviño, 2015). In addition, they are

determined and self-confident (Amorós, Fernández & Tapia, 2011), innovative (Pablo, Santos & Bueno, 2004), have a certain propensity for risk, the ability to overcome failure and establish social relations, as well as possessing communication, leadership, and negotiation skills (Martínez & Carmona, 2009).

On the other hand, the entrepreneur's curriculum vitae seems to be another of the most influential factors in creating a company (Reynolds, 1991). In this regard, some argue that the success of entrepreneurship depends on the aspirations and activities of the likely entrepreneur (Acs & Szerb, 2011); also on their expectations, capabilities, and potential, which are strengthened by their knowledge, managerial skills, and business experience (Ucbasaran et al., 2003). Accordingly, it is argued that among the most significant factors in the prediction and reduction of the risk of failure are aspects of their training (Lee et al., 2006; Hmieleski, Corbett, & Baron, 2013; Johansen, 2010; Minello, Alves & Da Costa, 2014), given that the rate of new business creation is higher when entrepreneurship education has been received and when entrepreneurs have experience and a good level of competence in innovating and introducing products to the market (Sarwoko, Surachman, & Hadiwidjojo, 2013).

Associated with this is the fact that people with higher levels of education are also the most innovative, show a greater tendency to venture into new business models, and are more likely to incorporate innovative technologies in their projects (Pajarinen, Rouvinen, & Ylä-Anttila, 2006); education not only provides the technical and managerial training to manage businesses but is also the means to generate the attitudes and behaviors required for entrepreneurship and is also a promoter of the entrepreneurial spirit (Castillo & Orlando, 2008) and creative thinking while strengthening self-esteem and fostering entrepreneurship (Consortium for Entrepreneurship Education, 2008). Table 2 summarizes the entrepreneurial competencies identified in the literature.

Table 2
 Entrepreneurial skills

Type	Variables	Authors
Capability	<ul style="list-style-type: none"> ● Determination and commitment ● Initiative and vision ● Appetite for risk and ability to overcome failure ● Perseverance and self-confidence ● Passion and drive 	Muñoz, (2006) cited in Guerra et al., (2015); Amorós et al., (2011); Pablo, et al., (2004); Martínez and Carmona, (2009).
Ability and aptitude	<ul style="list-style-type: none"> ● Leadership, communication, and negotiation ● Management ● Social and relational ● Innovation and incorporation of new technologies and business models ● Identify and take advantage of opportunities 	Martinez and Carmona, (2009); Ucbasaran et al., (2003); Pablo, et al., (2004); Pajarinen et al., (2006); Sarwoko et al., (2013).

Training and experience	<ul style="list-style-type: none"> ● Professional and entrepreneurial ● Knowledge of the business ● Business experience ● Entrepreneurial networks ● Policies, regulations, and support ● Environmental conditions 	Lee et al., (2006); Sarwoko et al., (2013); Hmieleski et al., (2013); Johansen, (2010); Pablo, et al., (2004); Ucbasaran et al., (2003); Marulanda and Morales, (2016); Gómez and Zatzábal, (2011); Minello et al., (2014); Kantis Angelelli and Koenig, (2004); Elfring and Hulsink, (2007).
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Source: Created by the authors based on the review of the literature

Success factors for entrepreneurship

Empirical evidence has shown that various elements converge in the entrepreneurial experience. Among the variables studied linked to non-failed ventures are the entrepreneur's profile, personal characteristics, training, and previous experience in business start-up and management (Chu et al., 2007; Stefanovic et al., 2010; Gonzalo, Federico, & Kantis, 2013; Hamidi, Wennberg, & Berglund, 2008). Another variable is the business strategy on which depend the critical factors of entrepreneurial success relating to client service and attention; offering a good product at a competitive price; having a solid support infrastructure; and effective marketing and sales strategies (Stefanovic et al., 2010); along with hard work, always being well informed, knowing the environment and having social and business networks, in addition to other strategic aspects (Stefanovic et al., 2010; Chu et al., 2007; Capelleras & Kantis, 2009) such as access to resources (financial, human, information) and being integrated into a network of entrepreneurs (Gonzalo et al., 2013; Elfring & Hulsink, 2007), among others. Table 3 shows the success factors cited in previous research.

Table 3
 Success factors for entrepreneurship

Type	Variables	Authors
Entrepreneur's profile	<ul style="list-style-type: none"> ● Personal characteristics ● Training and experience ● Management skills ● Training in entrepreneurship 	Chu et al. (2007); Pajarinen et al. (2006); Hamidi et al. (2008); Gonzalo et al. (2013).
Business strategy	<ul style="list-style-type: none"> ● Provide good quality service ● Offer a good product at a competitive price ● Have marketing and sales strategies in place ● Work hard and stay well informed 	Stefanovic et al., (2010); Chu, et al., (2007); Capelleras and Kantis, (2009).
Support	<ul style="list-style-type: none"> ● Satisfactory governmental support (institutions, programs, incentives) 	Stefanovic et al., (2010); Elfring and Hulsink, (2007); Gonzalo et al.,

- Relational capital (networks of social and business contacts) (2013); Chu et al., (2007); Capelleras and Kantis, (2009).
- Access to resources
- Support from family and friends

Source: Created by the authors based on the review of the literature

Business performance

Business performance is a benchmark of success composed of multiple indicators, including financial, operational, and market, which account for the profits achieved through a business activity (Venkatraman & Ramanujam, 1986). The factors that influence it are difficult to determine. The literature on entrepreneurship mentions motivations (Machmud & Sidharta, 2015; Charles et al., 2013), business factors (Lee et al., 2006; Coy et al., 2007), entrepreneurial competencies and profiles (Barazandeh et al., 2015; Mitchelmore & Rowley, 2010; Benzing et al., 2009), as well as aspects related to management and operation (Chandler & Hanks, 1994; Chaganti & Parasuraman, 1996), which have been linked to business survival, growth and profitability.

Based on this theoretical framework, the model that supports this research is conceptualized, and the respective hypotheses are proposed. See Table 4.

Table 4
Hypothesis and empirical support

Hypotheses	Complementary references
H1: Entrepreneurial competencies (training, experience, capabilities, skills) positively influence entrepreneurial motivations.	Fenton and Barry, (2014); Iglesias et al., (2016); Lee, Chang, and Lim, (2005).
H2: Entrepreneurship competencies positively influence success factors for entrepreneurship (entrepreneur profile, business strategies, and support).	Chandler and Hanks, (1994); Chaganti and Parasuraman, (1996).
H3: Entrepreneurship skills positively influence business performance (increase in sales, profitability, growth).	Mitchelmore and Rowley (2010; 2013); Barazandeh et al. (2015); Lee et al. (2006).
H4: Entrepreneurial motivations positively influence entrepreneurial performance.	Machmud and Sidharta, (2015); Charles et al., (2013); Eijdenberg, Masurel and Paas, (2015).
H5: Success factors positively influence business performance.	Lee et al. (2006); Mitchelmore y Rowley (2010); Benzing et al. (2009); Coy et al. (2007).
H6: Motivations for entrepreneurship positively influence success factors for entrepreneurship.	Charles et al. (2013); Kuratko et al. (1997); Zimmerman y Chu (2013); Stefanovic et al. (2010); Benzing et al. (2009); Chu et al. (2007); Yalcin y Kapu (2008).

Source: created by the authors

Methodology

The research is of a quantitative, causal cross-sectional type; its objective is to study the entrepreneurs of micro, small and medium-sized enterprises (MSMEs) in the State of Querétaro since it is considered that the largest number of entrepreneurial ventures corresponds to companies of this size. The sample selection was made considering the number of employees, which is a valid method to classify these organizations.

Given the foregoing and considering the information on the population under study, from the sectors that make up most of the productive sector of the State of Querétaro, the estimated sample size was 339 companies with a confidence level of 95% and a .05% error rate. This is equivalent to 319 micro, 16 small, and 4 medium-sized companies. The sample size was 447 companies. Eighteen of the surveys were eliminated due to incomplete information and problems in filling out forms, leaving a sample of 429 companies: 393 micro, 30 small, and 6 medium-sized companies. This was done using a non-probabilistic convenience sampling, based on the interest of the entrepreneurs in participating in the study.

Data were collected in the State of Querétaro metropolitan area, including the municipalities of Querétaro, Corregidora, El Marqués and Pedro Escobedo. Together they make up 68.7% of the production units. For this purpose, a 63-item questionnaire was administered to entrepreneurs at their company's facilities by previously trained interviewers; it includes questions on general and demographic aspects, as well as others on family history of entrepreneurship and factors that are supposed to contribute to entrepreneurship and business success, the latter measured by performance. Most of the information was filled out by the owner or proprietor of the company (93%) and the rest by the person in charge of the company, which was mainly a direct family member, spouse, or offspring (5.3%).

Previous research was reviewed to explore the factors contributing to entrepreneurship and business success. Study constructs were defined as motivations, competencies, success factors, and business performance. Other models, for example, GEM (Global Entrepreneurship Monitor), include in their analysis the intentions or aspirations for entrepreneurship. They were not introduced in the proposed model because they are a referent of the potential and quality of entrepreneurship, which is more conducive to identifying the types of entrepreneurs and is beyond the scope of this research. The items were selected considering the dimensions and variables used to represent each construct, the reliability and validity of the indicators, and the quality of the results obtained. From there, the measurement scale was designed, and the process of apparent and content validation was carried out with experts in the area and a pilot test with 30 entrepreneurs. Some editorial adjustments were made, and the survey was implemented with the help of the survey takers.

Regarding the items, some of the scales developed by Chu and Katsioloudes (2001), Chu et al. (2007), and Stefanovic et al. (2010) were used, which address aspects related to motivation, success, and

influence groups. Likewise, others by Venkatraman and Ramanujan (1986) for business performance consider growth, sales, and profitability. Items from Olmos et al. (2014), De Paco et al. (2011), and Amorós et al. (2011) related to entrepreneurial competencies were also used. Furthermore, some more were designed specifically for the research. In all cases, they were adapted to the local context and measured using a 7-point Likert scale from strongly agree to strongly disagree.

An exploratory factor analysis of principal components with varimax rotation was carried out to have a first approximation of the factors and variables that are part of this study. Four factors were identified, which explain 65.549% of the total variance. This was after eliminating variables with factor loadings of less than .6 and items loaded on two factors. The measurement model comprised 18 of the 49 variables explored, the competencies under a two-dimensional structure, and the other unidimensional constructs, which led to the proposal of a second-order measurement model.

Reliability and validity analyses were used to assess whether the observable variables correctly measure the theoretical concepts. This evaluation includes the reliability of the items, construct, and convergent and discriminant validity, for which the confirmatory factor analysis (CFA) with maximum likelihood estimation was used with SPSS Amos software. The CFA values obtained show a good fit of the proposed factor structure and appropriate levels of model fit measurement. The standardized loadings are all significant and exhibit values greater than .6 ($p < 0.001$) (Bagozzi & Yi, 1988), thus, ensuring that the shared variance between the construct and the indicators is greater than the error variance (Fornell & Larcker, 1981; Hair et al., 2004). The CFA fit values are also within acceptable parameters (Bentler & Bonett, 1980; Hu & Bentler, 1995). See Table 5.

Next, the reliability of the construct was estimated through the evaluation of internal consistency, for which Cronbach's alpha and the composite reliability index (CRI) were used. Generally, reliability indices should not be less than 0.70. The results of these indicators exceed the minimum threshold of 0.70 in each of the dimensions studied (Nunnally & Bernstein, 1994; Hair et al., 2004). As for the convergent validity calculated with the mean-variance extracted (AVE), the AVE values of the variables analyzed are greater than the suggested minimum of .5 (Fornell & Larcker, 1981).

Table 5
 Reliability and validity results

Factor	Variables	Indicator	Loadings	Alpha Cron.	CRI	AVE
Motivations	Desire for independence	MOEMP1	.712	.821	.8571	.5460
	Meeting new challenges	MOEMP2	.744			
	Fulfill a personal dream or goal	MOEMP3	.757			
	Opportunity to make ideas a reality	MOEMP4	.785			
	Better income	MOEMP8	.693			

Competencies	Capabilities and skills	HABCAP	.799	.812	.7116	.5538
- Entrepreneurial skills and abilities	Training and experience	FOYEX	.685			
	Self-confidence	HACAP9	.745			
	Creativity and perseverance	HACAP10	.719			
	Persuasion and consistency	HACAP11	.710			
- Training and experience in entrepreneurship	Commitment to success	HACAP13	.751			
	Knowledge of the desired business	FOEX116	.679			
	Previous work experience	FOEX217	.729			
Success factors	Additional business training	FOEX318	.742			
	Good client service	FAEXIT6	.713	.766	.7658	.5231
	Establishment of marketing and sales strategies	FAEXIT7	.795			
	Personal, social, and work networks linked to the business environment	FAEXIT9	.655			
Business performance	Satisfaction with growth level	DECRE1	.644	.769	.7719	.5319
	Satisfaction with increase in sales	DEREN2	.742			
	Satisfaction with profitability level	DEVEN3	.794			

Note: CFA: (CMIN=239.816; DF=127; CMIN/DF=1.888; NFI = .919; TLI = .952; CFI= .960; RMSEA= .046, ***= p<0.001).

Source: created by the authors

Regarding discriminant validity, which refers to the theoretical difference between the different constructs, the square root of the AVE of each construct was estimated, a criterion suggested by Fornell and Larcker (1981). AVE values were verified to be higher than correlations with any other construct. Table 6 shows the statistics found. According to these results, the discrimination condition is met for all constructs.

Table 6
 Discriminant validity indicators

Factors	Motivations	Competencies	Success factors	Business performance
Motivations	.7389			
Competencies	.659	.7441		
Success factors	.104	.272	.7232	
Business performance	.053	.463	.370	.7293

Note: The diagonal represents the mean-variance extracted (AVE), while below the diagonal, the estimates of the factor correlations are shown.

Source: created by the authors

Results

Table 7 summarizes the information related to the sample. It shows higher percentages of men participating in entrepreneurship; likewise, people over 35 years of age are those who opt for independence and create their own businesses. The most significant percentage of entrepreneurs only have a high-school diploma, technical diploma, or basic education (primary and secondary). Only 39.5% have university and postgraduate studies. Entrepreneurship occurs mostly in married people with no family history of this type of activity (69.4%).

Moreover, the greatest encouragement for entrepreneurship comes from family members (42.1%). The sample unit is composed of micro-businesses (91.5%) and small (7%) and medium-sized companies (1.5%) in the service, commerce, and manufacturing sectors. Men are the main entrepreneurs in the manufacturing sector, while women are the main entrepreneurs in the services and commerce sectors. Most entrepreneurs' companies have been in business for over 5 years.

Table 7
 Sample and sampling unit characteristics

Gender	Men	Women				
	74.7%	25.3%				
Age	>35 years old	25 to 35 years old			<25 years old	
	59.7%	30.5%			9.8%	
Educational level	Postgraduate	Bachelor's engineering degree	or	High-school diploma or technical degree	Basic education	No education
	19.4%	20.1%		30.9%	28.4%	1.2%
Marital status at start-up	Married		Single		Divorced/Widowers	
	56.7%		37.5%		5.8%	
Family history of entrepreneurship	Yes			No		
	30.6%			69.4%		
Support for entrepreneurship	Relatives		Friends		Colleagues	
	42.1%		30.6%		27.3%	
Type of company	Services		Manufacturing		Commerce	
	39.0%		37.7%		23.3%	
Age	Young (< 5 years)			Mature (>5 years)		
	35.8%			64.2%		
Size	Micro		Small		Medium	
	1 to 10 employees		11 to 50 employees		>50 employees	
	91.5%		7%		1.5%	

Source: created by the authors

Regarding the results of the proposed conceptual model, which seeks to test the assumptions made, the assessment of the model's fit according to the results obtained and the established reference parameters shows that it is satisfactory, i.e., the theoretical structures and the empirical data suggest a good level of fit (CMIN=239.816; DF=127; CMIN/DF=1.888; NFI = .919; TLI = 952; CFI= .960; RMSEA= .046, ***= p<0.001). The NFI and CFI values exceed .9 (Bentler & Bonett, 1980). The chi-

square ratio over the degrees of freedom presents values lower than 2. The RMSEA index is also less than 0.06 (Hu & Bentler, 1995).

Regarding the hypothesis testing, the results obtained from H1 ($\beta = 0.659$, $p < 0.001$) show that entrepreneurial competencies have statistically significant and positive effects on entrepreneurial motivations. This proves the relation and influence of competencies on the motivations for self-employment and starting a company. Regarding hypothesis H2 ($\beta = 0.419$, $p < 0.001$), the findings show that entrepreneurial competencies positively and significantly influence the success factors contributing to entrepreneurship. To this end, the preponderant role assumed by competencies in the exercise of critical tasks to bring an enterprise to a successful conclusion is confirmed.

Regarding hypothesis H3, the impact of entrepreneurial competencies on entrepreneurial performance is validated ($\beta = .605$, $p < 0.001$). The implications of these findings suggest that entrepreneurial performance, as measured by profitability, growth, and sales, is highly dependent on the skills and capabilities of the entrepreneur. As far as hypothesis H4 is concerned, the results achieved ($\beta = -.306$, $p = 0.006$) reveal that motivations have a significant but negative effect on entrepreneurial performance. This means that people who are highly motivated by aspects of personal or economic achievement will have lower levels of business performance. Regarding hypothesis H5, the estimates obtained ($\beta = .222$, $p = 0.002$) reflect that the weight of success factors in business performance is equally significant. This confirms that certain business issues are central to achieving organizational results. Finally, the results of hypothesis H6 ($\beta = -.224$, $p = 0.029$) show that motivations significantly but negatively influence the success factors contributing to entrepreneurship, suggesting that a high level of these types of motivations will not necessarily be associated with better success factors. Table 8 shows the structural model results and the respective hypothesis tests.

Table 8
 Structural model results

Hypotheses	Values β	Sig.	Hypothesis testing
H1 Competencies --- > Motivations	.659***	.000	Accepted
H2 Competencies --- > Success factors	.419***	.000	Accepted
H3 Competencies --- > Business performance	.605***	.000	Accepted
H4 Motivations --- > Business performance	-.306**	.006	Rejected
H5 Success factors --- > Business performance	.222**	.002	Accepted
H6 Motivations --- > Success factors	-.224*	.029	Rejected

Note: *: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

Source: created by the authors

Discussion

The findings provide evidence of a significant relation between motivations, competencies, and success factors for entrepreneurship and business performance. Entrepreneurship competencies are proven to influence motivations to start a company, H1. These results are consistent with those of Fenton and Barry (2014), Iglesias et al. (2016), and Lee et al. (2005) regarding the recognition of the importance of competencies in the predisposition to entrepreneurship and the promotion of their development. This suggests that the more training and exposure they have to entrepreneurial environments, the more strengths the entrepreneur will have and the greater the likelihood that they will consider becoming independent and undertaking a new venture successfully. Hence, entrepreneurship training should be designed to empower the potential entrepreneur, reinforce the perception of their capabilities, emphasize the aspects that facilitate entrepreneurial activity, and avoid those that hinder it.

Similarly, entrepreneurial competencies influence the success factors contributing to entrepreneurship, H2. The implications of these results show that this accumulation of knowledge, skills, and abilities helps a person to take advantage of opportunities, assume risks, and manage a business effectively and thus implement strategies; for example, marketing and sales strategies that help to identify their market niche and position their product. Also, to be client-oriented and to build the relational capital that will allow access to business opportunities, thus reducing vulnerability, especially in the start-up stage. Other researchers have reached similar results for entrepreneurial and managerial competencies and identified the same success factors (Chandler & Hanks, 1994; Chaganti & Parasuraman, 1996; Stefanovic et al., 2010; Chu et al., 2007).

Regarding hypothesis H3, entrepreneurial competencies are the most important factor in entrepreneurial success. Other researchers have had similar findings with the same indicators, especially regarding entrepreneurship education and skills (Mitchelmore & Rowley, 2010; 2013; Lee et al., 2006; Barazandeh et al., 2015; Lee et al., 2005). Thus, it can be said that entrepreneurial skills constitute a solid pillar on which all those who wish to embark on entrepreneurial ventures should build. Moreover, the more skills the entrepreneur has, the lower the probability of failure of new companies. This might suggest that it is not advisable to undertake an entrepreneurial venture if one is not prepared to recognize opportunities, generate innovative projects, define a business model, evaluate risks, and integrate into networks of suppliers, services, and entrepreneurs, among others.

Regarding H4, which explores the influence of entrepreneurial motivations on entrepreneurial performance, the results were significant but negative and differed from those reached in previous empirical studies, which have proven the existence of a positive and significant link (Machmud & Sidharta, 2015; Charles et al., 2013; Eijdenberg et al., 2015; Muralanda & Morales, 2016). In this case, the motivations most robust for their incorporation into the structural model were of the intrinsic achievement type, such as reaching new challenges, carrying out one's ideas, fulfilling a dream, desire for

independence, and obtaining a better income. Given these results, other motivational factors, for example, those affecting the entrepreneur's economic and employment situation, regulations for starting businesses, access to capital and government support for entrepreneurship, could favor entrepreneurship. Motivations per se appear not to be the best predictor of business performance.

Concerning hypothesis H5, the effect of success factors for entrepreneurship on entrepreneurial performance turned out to be statistically significant, which is consistent with the findings obtained by Lee et al. (2006), Mitchelmore and Rowley (2010), Benzing et al. (2009), Coy et al., (2007), and Stefanovic et al., (2010). The underlying implications highlight the importance of having a business model and strategy to guide the company's actions and the creation of value for the client to anticipate success and good performance, especially in the company's start-up and stabilization stage, thus reducing the high indices of company mortality. From this perspective, in certain environments and circumstances, the entrepreneur's skills will be decisive in defining the direction and future of the company.

On the other hand, hypothesis H6 confirms the effect of motivations on success factors for entrepreneurship, although their influence is negative. Given these results, the explanatory variables of successful entrepreneurship seem to have little to do with intrinsic motivations and more to do with other exogenous motivational aspects that could favor business opportunities, such as the market, entering into a certain business activity, and the capacity to take advantage of them. In this regard, the results differ from those found in previous research in which the positive effect of motivation on entrepreneurial success has been proved (Charles et al., 2013; Kuratko et al., 1997; Zimmerman & Chu, 2013; Stefanovic et al., 2010; Benzing et al., 2009; Chu et al., 2007; Yalcin & Kapu, 2008).

In light of other studies in Mexico, these findings show similarities regarding the positive and significant link between entrepreneurial competencies and organizational achievements (De la Garza, Zavala & López, 2017); identification of reasons for entrepreneurship (Bueckmann et al., 2018; Partida, Cabrera, & Villarreal, 2012); education and experience as motivators for entrepreneurship (Bueckmann et al., 2018; Moska, Naranjo, & Aguirre, 2015; Rehak et al., 2016), and their influence on company growth (Partida et al., 2012). Similarly, there is agreement on the success factors: client service, a good product at a competitive price, management skills, marketing strategies (Partida et al., 2012), and business relations (Moska et al., 2015).

Conclusions

Several conclusions can be drawn from the results of the research. The first of these is the empirical evidence on the importance of entrepreneurial competencies since, in the case of entrepreneurs in Querétaro, they were the determining factor in the decision to start a company, which motivated them to

undertake and manage a business successfully. Previous research has achieved similar results in other contexts (Fenton & Barry, 2014; Iglesias et al., 2016; Lee et al., 2005; Chandler & Hanks, 1994; Chaganti & Parasuraman, 1996; Stefanovic et al., 2010; Chu et al., 2007).

Therefore, to increase the entrepreneurial potential and the success rate of entrepreneurship in the State, it is a priority to strengthen the training of entrepreneurial talent and to stimulate an environment for entrepreneurship depending on the conditions prevailing in the State, providing the entrepreneur with the technological, business, and financial support they require. Educational institutions and government agencies are the main participants in these projects.

Based on these results, it is also possible to suggest that the aspects of training and experience in entrepreneurship should be a factor to consider when granting loans and subsidies to entrepreneurs, especially those aimed at supporting the creation and operation of new companies, since they can mean the difference between the success or failure of an activity of this type or represent a costly element, which although it entails a steep learning process, can influence future decisions to venture or finance a business idea.

The second conclusion is that personal motivations were the main impetus for entrepreneurship, reflecting the fact that entrepreneurship has more to do with life projects and personal development. Preliminary studies show agreement with these findings (Chu et al., 2007; Stefanovic et al., 2010; Coduras et al., 2016). Consequently, identifying people with these motivations at an early stage and incorporating them into training programs and entrepreneurship environments could be an alternative to enhance entrepreneurial initiatives and increase the effectiveness rate. It should also be assumed that, although it has been proven that motivations are a precedent in the decision to undertake a business venture, their influence on performance is not yet conclusive.

The third and final point is that success relies heavily on business-related issues. Other research has reached these same conclusions (Partida et al., 2012; Moska et al., 2015). Therefore, to ensure this success, it is necessary to channel all efforts and resources to generate competencies that increase business and management knowledge and establish models and strategies that favor costs, differentiation, and market aspects that support the company's growth, profitability, and consolidation.

Among the limitations of this study are the non-stratification of the sample by sector, the type of sampling, which was non-probabilistic, and the selection of the sample, which was limited to the state's metropolitan area. Future research areas could be to explore other factors that could contribute to entrepreneurship, such as the type of entrepreneurs, business initiatives, entrepreneurship ecosystems, and entrepreneurship promotion programs, to mention a few.

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