

# The effect of entrepreneurs' personality on entrepreneurial marketing in textile sector: the mediating role of self-efficacy

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## ABSTRACT – REZUMAT

### The effect of entrepreneurs' personality on entrepreneurial marketing in textile sector: the mediating role of self-efficacy

*The study objective is to analyse the effect of big-five entrepreneurs' personality traits on entrepreneurial marketing while considering the mediating role of self-efficacy. Data were collected through a structured questionnaire; a study of 199 usable questionnaires out of 290 was carried out among young entrepreneurs. Structural equation modelling was used to test the study hypothesis. The results show a significant relationship between personality traits and entrepreneurial marketing. Openness, Extroversion, and Agreeableness personality traits are positively linked with entrepreneurial marketing. The findings also show a positive association between self-efficacy and entrepreneurial marketing. The current study contributes to the literature by analysing an entrepreneur's personality characteristics in entrepreneurial marketing.*

**Keywords:** Big-Five personality traits, entrepreneurial marketing, self-efficacy, non-cognitive skills, entrepreneurship, textile sector

### Influența personalității antreprenorilor asupra marketingului antreprenorial în sectorul textil: rolul de mediere al autoeficacității

*Obiectivul studiului este de a analiza influența celor cinci mari trăsături de personalitate ale antreprenorilor asupra marketingului antreprenorial, luând în considerare rolul de mediere al autoeficacității. Datele au fost colectate printr-un chestionar structurat; un studiu de 199 de chestionare utilizabile dintr-un total de 290 a fost realizat în rândul tinerilor antreprenori. Modelarea ecuațiilor structurale a fost utilizată pentru a testa ipoteza studiului. Rezultatele arată o relație semnificativă între trăsăturile de personalitate și marketingul antreprenorial. Deschiderea, extroversia și trăsăturile de personalitate sunt pozitiv legate de marketingul antreprenorial. Constatările arată, de asemenea, asocierea pozitivă dintre autoeficacitate și marketingul antreprenorial. Studiul actual contribuie la literatura de specialitate prin analizarea caracteristicilor de personalitate ale unui antreprenor în marketingul antreprenorial.*

**Cuvinte-cheie:** Cele cinci mari trăsături de personalitate (Big-Five), marketing antreprenorial, autoeficacitate, abilități noncognitive, antreprenori, sectorul textil

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## INTRODUCTION

During the past two decades, entrepreneurial marketing has gained significant attention [1], and it encapsulates the coalition between entrepreneurship and marketing [2, 3]. Marketing and entrepreneurship are separately known significant factors for firm performance [4]. Entrepreneurial marketing is an alternative approach to traditional marketing because it requires innovation in marketing tactics [5]. It is found to offer imperative consequences to the business. In general, the formulation of entrepreneurial marketing proved a crucial indicator of firm performance [6]. Entrepreneurial marketing has a significant relationship to competitive advantage, positively affecting business performance [7, 8].

Past studies have highlighted the need for studies focusing on the antecedents of entrepreneurial marketing [9]. Moreover, Whalen [10] stated that entrepreneurial marketing is at the development

stage and lacks theoretical and empirical support work. Miles [11] mentioned that entrepreneurial marketing requires theoretical and empirical underlying mechanisms. Thus, future research is necessary for the domain of entrepreneurial marketing. The earlier studies have investigated the relationship of personality traits of small and medium enterprises owner with entrepreneurial orientation, intentions, and behaviour; and found a positive nexus among these variables [12, 13].

The entrepreneur's personality shows a decisive role in encouraging entrepreneurial intention [14]. Nga & Shamuganathan [12] explained that personality traits might affect entrepreneurial desirability. Empirical findings show that acting as an entrepreneur and becoming an entrepreneur is a feature of the entrepreneurial learning process. Both are significantly affected by the personality traits of an entrepreneur [15, 16]. While looking at the various personality characteristics, the big five personality

traits have positively influenced entrepreneurial intention [17]. Other personality traits are also found to significantly influence the entrepreneur's innovative and creative actions, other than the big five personality model. Out of such personality traits, self-efficacy is one of the most significant traits [18]. Individuals who have greater self-efficacy can implement a successful strategic plan for their firms [19, 20]. Segal [21] argued that self-efficacy plays a pivotal role in entrepreneurial success.

Urban [22] found that entrepreneurs with high self-efficacy regarding planning and strategies create firm competitiveness than entrepreneurs with less self-efficacy. There is a need to find a statistical relation between Entrepreneurial Self-Efficacy (ESE) and firm performance. The existing literature shows that this relationship should exist; a study of self-efficacy is compelling. Future research should encourage us to explore its relationship with other variables [23]. Prior studies have only shown the positive correlation of self-efficacy with entrepreneurial intention in developed economies [24]; however, there is more need to focus on the outcome of self-efficacy in emerging economies [25].

Moreover, the link between self-efficacy and EM is also unexplored, thus needing future research on it. But it is to assume that self-efficacy can play an essential role in motivating entrepreneurs to adopt creative and innovative marketing methods (i.e., EM). The research aims to investigate the impact of an entrepreneur's characteristics on entrepreneurial marketing. The mediating effect of self-efficacy is rarely studied. There is no such literature to describe the mediating role of self-efficacy in the nexus of personal values and entrepreneurial orientation [17]. The manuscript section 2 presents a literature review, section 3 shows the study methodology, section 4 presents results and section 5 concludes the study.

## LITERATURE REVIEW

Personality is the way the individual through which he/she reacts or interacts with others. Early work on personality shows some characteristics of individuals in the form of behaviour, shyness, aggressiveness, laziness, ambition, and loyal. Whenever these traits have analysed at a larger scale, then these are called personality traits of an individual [26]. The social network of individuals leads to more ideas and new venture startups [27]. The social network involves two concepts, i.e., strong and weak tie relationships. Relationship with individuals is called "ties". A strong tie relationship occurs between co-workers, friends, and spouses, while a weak tie relationship occurs between casual acquaintances, and these are unusual interactions. According to the research, an individual with a weak tie relationship generates new ideas for business while a strong tie relationship evolves around the ideas [28].

## Openness to experience and entrepreneurial marketing

Schumpeter [29] described that entrepreneurs are creative and innovative people. In past studies, openness was a significant factor in discovering the entrepreneurship and personality relationship [30]. Openness to experience is a pivotal factor for entrepreneurs because it helps to identify entrepreneurial opportunities. Entrepreneurs recognize the opportunities and transform opportunities into business. Alvarez & Barney [31] stated that entrepreneurs are different from non-entrepreneurs because they are more insightful in identifying opportunities, so they are considered greater possible chances to succeed. For new opportunities, a new idea is compulsory [32]. Openness to experience is a personality trait that describes the individual discovery of new ideas, creativity, imagination, and unconventional thoughts. A study conducted by Sahinidis [33] reveals entrepreneurs scoring high in openness to experience exhibit positive entrepreneurial orientation. As a result, the Big Five personality characteristic (i.e., High openness to experience) is positively related to entrepreneurial marketing activities [34]. Openness to experience led entrepreneurs to translate entrepreneurial activities into firms' immediate success. Indeed, this personality attribute forms the core trait, influencing the entrepreneur's strategic choices, and significantly boosting the firm's performance [35]. Hence, the hypothesis prepared based on previous studies concludes

H1: The openness to experience factor will positively relate to Entrepreneurial Marketing.

## Conscientiousness and entrepreneurial marketing

Conscientious people are efficient, organized, responsible, dependable, and practical [36]. Entrepreneurs tend to be accountable for decisions; they believe in reliable results than repetitive or routine work. Entrepreneurs gain a high score on the need for achievement, which is observed as a trait of conscientiousness. Conscientiousness shows a leading relationship with entrepreneurship despite other personality factors [37]. As defined earlier, entrepreneurs are organized and systemized, so they go for weak ties and find necessary ventures. This personality attribute explains individual competency and confidence in demonstrating control over the work discipline and social networks. Conscientiousness is a dominant personality trait affecting entrepreneurial activities. It makes entrepreneurs experience successful business ventures [35], thereby taking advantage of strategic business opportunities. Therefore, a recent study marks conscientiousness as a significant dimension of the Big Five personality model, leading to effective business performance.

However, entrepreneurs argue, conscientiousness forms a unique feature for achieving entrepreneurial success [2]. This dominant attribute plays an integral role in fostering entrepreneurial activities by adopting

effective marketing practices [38]. Hence, our findings conclude

H2: The Consciousness factor is positively related to Entrepreneurial Marketing.

### **Extroversion and entrepreneurial marketing**

Extravert inclined to be assertive, active, bold, and energetic. Extraversion shows the best match with a good leader and contributes to achieving an organization's long-term goals [39]. Entrepreneurs can be found high scores on extraversion [40]. Due to extravert, entrepreneurs get more ideas from their surroundings and use them for the business's successful operation. Individuals high on extraversion are socially active, energetic, and confident. However, in line with the mentioned personal traits, entrepreneurs are expected to possess these characteristics for performing efficient marketing practices [41]. Moreover, to embark on a new business venture, extraversion regulates business functions by actively performing entrepreneurial activities [2]. Extraversion has an immediate impact on a firm business performance. Therefore, high social stability encourages entrepreneurs to practice relationship marketing during business ventures [38]. Hence, the finding states

H3: The extraversion factor will be positively related to Entrepreneurial Marketing.

### **Agreeableness and entrepreneurial marketing**

Goldberg [36] described two sides of agreeableness factors; one side is that entrepreneurs act as cooperative, helpful, friendly, and trustful, while on the other hand, they can be cold, disagreeable, harsh, and rude. Kets de Vries [42] described that entrepreneurs are passionate and achievement-oriented, so they found more opportunities for their firms. Most entrepreneurs will make weak ties and relationships and will identify more opportunities. Agreeableness is a dimension that describes individual behaviour towards others. These individuals demonstrate sympathy, trustworthiness, show cooperation, and concern for others. Franco & Prata [41] reveal that the agreeableness personality trait makes entrepreneurs efficiently manage business activities. These traits are widely in need in the entrepreneurial world of environmental vulnerability. Hence, the research shows that this personality trait helps entrepreneurs translate their behaviour into positive actions [43], thus achieving competitive advantage by adopting effective entrepreneurial marketing [44]. Therefore, previous studies conclude the following hypothesis  
H4: The agreeableness factor will be positively related to Entrepreneurial Marketing

### **Neuroticism and entrepreneurial marketing**

Emotion stability is a pivotal trait for individual achievement [45], and neuroticism is the reverse of emotional stability, which causes a negative association with entrepreneurship. Singh & DeNoble [30] discovered a negative relationship between neuroticism

and entrepreneurship. Goldberg [36] found a negative association between neuroticism and entrepreneurship. Entrepreneurs are the persons who look annoying and uncontrollable due to their provocative ideas and actions. Entrepreneurs who only interact with their friends and co-workers failed to learn stress control skills and possess less self-confidence toward any act. This trait causes barriers for entrepreneurs toward innovation and opportunity recognition. Regardless of the undivided attention, emotional stability is essential for entrepreneurs. Neurotic individuals tend to experience anxiety and stress, potentially lacking the courage for establishing social interactions. According to Franco & Prata [41], neuroticism negatively relates to entrepreneurial business performance. Therefore, the result shows that the insignificant correlation of business practices with neuroticism affects entrepreneurial activities and business performance [46]. However, based on previous findings, the following hypothesis is prepared  
H5: The neuroticism will be negatively associated with Entrepreneurial Marketing.

### **Personality traits related to entrepreneurial self-efficacy**

Self-efficacy refers to the belief in one's ability to perform some tasks in life [18]. According to Bandura [18], individuals with a high level of self-efficacy tend to perform challenging goals and show positive behaviour toward a problematic situation. In addition, earlier studies showed a positive nexus of self-efficacy with job performance and work satisfaction [47]. Self-efficacy is an individual belief about accomplishing a specific task [48]. Primarily, entrepreneurial self-efficacy produces positive results for entrepreneurial ventures. Consequently, it is essential to understand the outcome of displaying high-level ESE while also recording the adverse effects of low self-efficacy. Entrepreneurship research shows that general self-efficacy positively relates to the intent to start a business [49]. These researches show that self-efficacy can motivate individuals to overcome the difficulties of starting a new venture. Entrepreneurial self-efficacy is specific to self-efficacy in entrepreneurship, which requires innovation. Prior studies showed that personality traits have a positive relationship with self-efficacy. For example, Openness to experience [50], Consciousness [51], Agreeableness [52], Extraversion [53] and emotional stability have a significant association with self-efficacy respectively [51]. Interpersonal relationships are positively associated with self-efficacy in high school students [54].  
H6: Personality Traits are positively related to entrepreneurial self-efficacy.

### **Entrepreneurial self-efficacy and entrepreneurial marketing**

Existing literature shows the studies that have been conducted on entrepreneurial motivation, in which self-efficacy plays an explanatory variable. Bandura [18] makes a significant contribution to psychology,

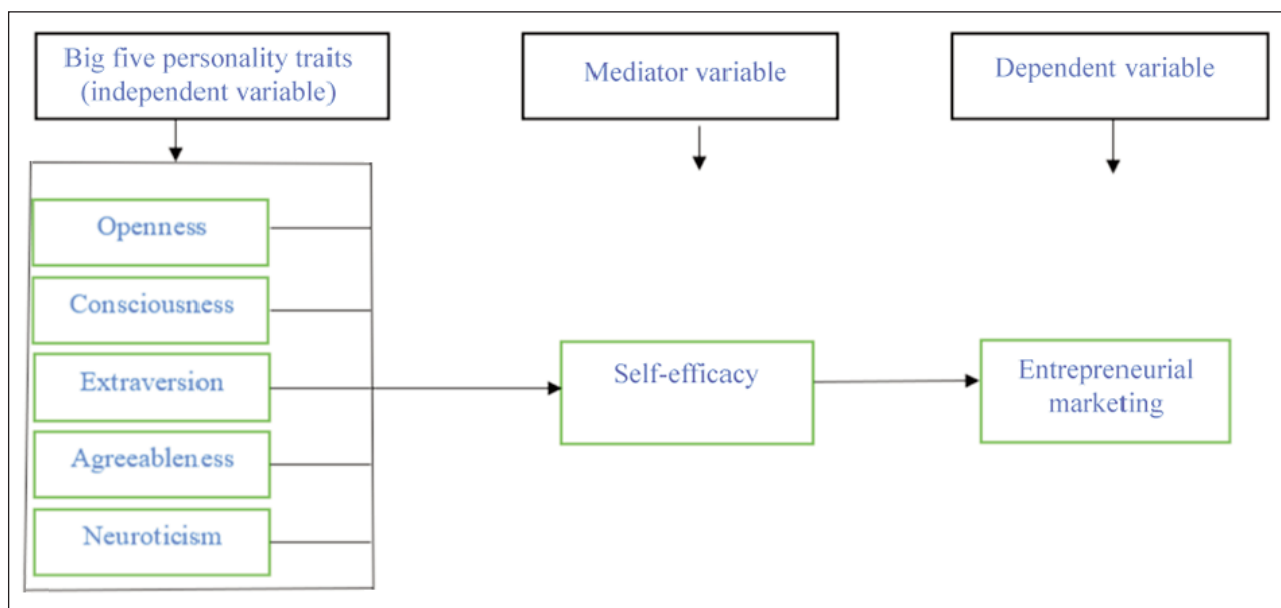


Fig. 1. Theoretical framework

and after that, self-efficacy becomes the major studied topic. Self-efficacy is described as how individuals believe in their capabilities toward motivation and behaviour toward a particular task [18]. In previous study views, self-efficacy has been used as a motivational variable toward entrepreneurs. Bandura & Ramachandran [55] examined people with a high level of self-efficacy to people with a low level of self-efficacy. Individuals with high self-efficacy are more confident in problematic situations, see the situation as challenging tasks, and be committed to achieving it. Early studies show that self-efficacy was significantly associated with the entrepreneurial intention [56]. Some other authors have found a positive relationship between self-efficacy and entrepreneurial intentions [24]. Markman [49] said that the sense of self-efficacy is higher in entrepreneurs despite non-entrepreneurs. Self-efficacy involves greater control to motivate entrepreneurs [57].

H7: Self-efficacy mediates the nexus of the entrepreneur's characteristics and entrepreneurial marketing, where the relationship of each personality dimension is explained/mediated by self-efficacy (H7a-H7e).

H7(a): Self-efficacy mediates between openness to experience and entrepreneurial marketing.

H7(b): Self-efficacy mediates between agreeableness and entrepreneurial marketing

H7(c): Self-efficacy mediates between extroversion and entrepreneurial marketing

H7(d): Self-efficacy mediates between consciousness and entrepreneurial marketing

H7(e): Self-efficacy mediates between neuroticism and entrepreneurial marketing

## METHODOLOGY

This study has adopted quantitative research methods, and it involves analysing the numerical data and generalising the result. The study's target population

covers young entrepreneurs (who have started a textile business for the first time). There was no source available that may determine the population's size; therefore, the research uses non-probability sampling (as the unknown population frame may hamper the adoption of probability sampling). The research questionnaire was distributed among young entrepreneurs in the city of Lahore and Islamabad (Pakistan). The size sample was comprised, of 199 respondents from different sectors. Data was collected at two different times from the same respondents to avoid biases. Data was collected through a self-administered structured questionnaire.

## Study measures

This study uses a questionnaire to gather the data because it is the main source collect the primary data. The questionnaire was based on close-ended questions. These questions were measured on 5-point Likert scales structured from "Strongly Agree" to "Strongly Disagree." The 10-item version measured personality, BFI-10 scale, developed by Rammstedt & John [58] on 5 points Likert scale. Self-efficacy was measured by 4 item scale by Zhao [59] on 3 points Likert scale, which included from no-confidence to complete confidence. A 42-item scale developed by Becherer [7] was used on 5 points Likert scale to measure entrepreneurial marketing.

## RESULTS

Table 1 represents the respondents' profile; it covers gender, age, qualification and family business experience. As shown in the table, the study's respondents were both male (159) and female (40), and most of them were below 30 years of age and young entrepreneurs. Entrepreneurs holding a university degree except for 26 respondents. Any family experience did not back the business start-up and background, as 94.4% of the entrepreneurs had no family



Table 1

DEMOGRAPHICS OF RESPONDENTS			
Variable		Frequency	Percentage (%)
Gender	Male	159	84.684
	Female	40	16.317
Age	Less than 30	96	48.241
	31–35	67	33.668
	36–40	36	18.090
Qualification	College diploma	26	13.065
	University degree	173	88.934
Family entrepreneurial venturing	Yes	11	5.527
	No	188	94.472

background or entrepreneurship experience. These results highlight the characteristics of the study sample, which could be believed to be a young group with no entrepreneurial experience in the past. Thus, the business venture would be their first entrepreneurial effort.

#### Hypotheses testing (Path analysis through SEM)

After establishing the measurement model where CFA and validity assessment was carried out, a structural model was used to test the hypothesized relations. The structural model obtained goodness measures as the fitness indices met the criteria and stood well with fitness requirements. The model fit is regarded well when  $DF < 3$ , CFI equal or near to 1,  $RMSEA < 0.06$  and  $SRMR < 0.08$  [60]). Results illustrated a good model fit, with  $DF = 2.457$ ,  $CFI = 0.90$ ,  $RMSEA = 0.004$  and  $SRMR = 0.004$  (table 2).

Path analysis results are shown in figure 2 and table 3 highlight that all the independent variables had a significant effect on both mediators and dependent variables of the study. For instance, openness to

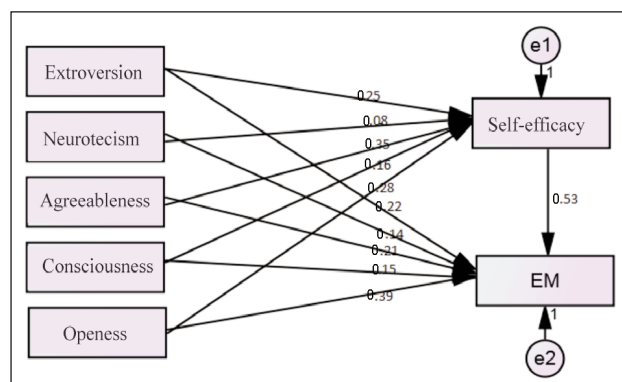


Fig. 2. Path analysis

experiences significantly influenced entrepreneurial marketing ( $\beta = 0.39$ ,  $p < 0.001$ ). Similarly, consciousness predicted entrepreneurial marketing ( $\beta = 0.15$ ,  $p < 0.074$ ), thus showing that the study could not prove the hypothesized relationship between consciousness and entrepreneurial marketing. These results thus supported our hypotheses (H1–H6), except for H2 and H5. Where direct relation was assumed between personality traits, self-efficacy, and entrepreneurial marketing

#### Mediation analysis

After assessing the direct paths, indirect paths for mediation were also tested using SEM. Each personality type is independently tested as the predictor, both directly and through the mediator's influence. It was hypothesized in H7 (a–e) that personality traits could predict entrepreneurial marketing through self-efficacy. Firstly, openness to experience, extroversion, and agreeableness are found to be partially predicted by self-efficacy. Secondly, consciousness is found to be fully mediated by self-efficacy. In contrast, neuroticism is not related to the criterion variable, and thus could not meet the mediation requirements (table 4).

Table 2

MODEL FIT SUMMARY FOR HYPOTHESIZED STRUCTURAL MODEL								
Model	CMIN/DF	RMR	GFI	AGFI	PGFI	CFI	RMSEA	PCLOSE
Hypothesized	2.457	0.004	0.920	0.899	0.067	0.90	0.004	0.412

Table 3

HYPOTHESIZED RELATIONS				
Hypotheses	Path	Beta	P	Result
H1	Openness – Entrepreneurial Marketing	0.39	0.000	Supported
H2	Consciousness – Entrepreneurial Marketing	0.15	0.074	Not-Supported
H3	Extroversion – Entrepreneurial Marketing	0.22	0.000	Supported
H4	Agreeableness – Entrepreneurial Marketing	0.21	0.05	Supported
H5	Neuroticism – Entrepreneurial Marketing	0.14	0.125	Not-Supported
H6	Self-efficacy – Entrepreneurial Marketing	0.53	0.000	Supported

MEDIATION ANALYSIS					
Hypotheses	Path	B	P	Results	Mediation
Openness to experience – self-efficacy – EM					
H7a	OE-EM	0.39	0.000	Supported	Partial
	OE-SE	0.28	0.05		
	SE-EM	0.53	0.000		
Consciousness – self-efficacy – EM					
H7b	Cons – EM	0.15	0.074	Supported	Full mediation
	Cons – SE	0.16	0.05		
	SE – EM	0.53	0.000		
Extroversion – self-efficacy – EM					
H7c	Extro – EM	0.22	0.000	Supported	Partial
	Extro – SE	0.25	0.000		
	SE – EM	0.53	0.000		
Agreeableness – self-efficacy – EM					
H7d	Agree – EM	0.21	0.000	Supported	Partial
	Agree – SE	0.35	0.000		
	SE – EM	0.53	0.000		
Neuroticism – self-efficacy – EM					
H7e	Neuro – EM	0.14	0.125	Not-supported	No mediation
	Neuro – SE	0.08	0.105		
	SE – EM	0.53	0.000		

## CONCLUSION

The study results show entrepreneurial marketing directly and positively influences outcomes related to owner-operated SMEs. Openness, Extroversion, and Agreeableness are positively related to entrepreneurial marketing, while consciousness and neuroticism are not showing a relationship with entrepreneurial marketing. Self-efficacy is also positively mediating between the relationship between personality traits and entrepreneurial marketing. The

use of entrepreneurial marketing in an SME can personally affect goal achievement for an entrepreneur and the company. Entrepreneurial marketing also helps to create a strong company by building a good employee base and culture of innovation that can respond to problems and positively support both customers and employees. While all personality traits do not relate to entrepreneurial marketing, this research shows that alone or in combination, entrepreneurial marketing shows positive outcomes.

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