

# "From Start To Success: Analyzing The Impact Of Entrepreneurial Skills And Family Roles In Roadside Food Court Business"

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## Abstract

*The study attempts to examine the mediating role of 'Family Role and Entrepreneurial Skill Sets' in the relationship between 'Ease of Start-up and Entrepreneurial Success' with respect to unorganized roadside food court businesses. For this, 509 responses are collected using four questionnaire scales viz. ease of start-up (11 items), entrepreneurial success (11 items), family role (8 items) and entrepreneurial skills (7 items). Cronbach's Alpha Coefficient was calculated for all four scales and the values are observed above 0.86 that support the reliability of the scales. Structural equation model, linear regression and Pearson correlation are applied. Also, discriminant validity was also checked using AVE, CR and HTMT ratio, all the values are found in acceptable range. The result reveals that, family role and entrepreneurial skills significantly mediate the relationship where in 'indirect effect' value are observed IDE= 0.748, IDE= 0.712 respectively which are obviously greater than direct effect values. Further, significant relationship is observed amongst the EOS and FR, ES & ESK. Findings support the role of 'FR and ES' for EOS & ES in unorganized road side food court business. It also reveals that, new venture start-ups and success conceptualizes in highly able entrepreneurial mind-set equipped with required skill sets.*

**Key Words:** Family Role, Entrepreneurship Skills, Entrepreneurial Success, Mediating Effect, Structural Equation Model, Self-Employment, Unorganized Retailing, Food-Store Business etc.

## Abbreviations

ES	-	Entrepreneurial Success
EOS	-	Ease of Start-up
FR	-	Family Role
ESK	-	Entrepreneurial Skills
AVE	-	Average Variance Explained
CR	-	Critical Ratio
HTMT	-	Heterotrait-Monotrait Ratio

## 1. Introduction

Employment presents a formidable challenge for economies, necessitating collaborative efforts beyond governmental intervention. Welsh et al. (2016) identify entrepreneurship as a key avenue for generating livelihoods, prompting governments to promote it for

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economic fortification. Entrepreneurship education and resource facilitation have been pivotal in accelerating employment growth. In economies like India, with a vast population, Suzanti and Maesaroh (2017) underscore the significance of entrepreneurship in addressing youth unemployment and societal resilience. Despite significant strides in self-employment, the unorganized retail sector, as highlighted by PTI (2023), poses a challenge, operating outside direct control and national statistics. The unorganized sector has significantly contributed to social prosperity despite challenges. Recognizing this, authorities and organizations are promoting entrepreneurship, as noted by Raharjo et al. (2023). This study aims to explore "ease of start-ups and entrepreneurial success" in India, focusing on the unorganized roadside food court business.

The study examines five core concepts of self-employment, including ease of start-up, entrepreneurial success, family role, and entrepreneurial skills. Previous research, such as Zellweger et al. (2011) and Kim et al. (2006), highlights the significant role of family and entrepreneurship education in fostering new entrepreneurs in society.

### **Family Role in Entrepreneurship Development**

Families with a longstanding business background lay a robust foundation for new startups by imparting essential education and resources, fostering confidence, positive attitudes, and behaviors for venturing into new endeavors (Sutrisno et al., 2022). Entrepreneurship, as described by Diawati et al. (2023), involves utilizing knowledge, expertise, and experience to forecast success, growth, and sustainability, with family playing a pivotal role in cultivating self-confidence and nurturing entrepreneurial culture. Studies suggest that business families undertake four key initiatives to promote self-employment among youths: serving as knowledge hubs, providing physical resources, imparting business management skills, and offering insights for future success (Bloemen-Bekx et al., 2019), collectively facilitating ease of startup and enhancing the prospects of success.

### **Entrepreneurship Skills in Entrepreneurial Success**

Entrepreneurship skills encompass the art and knowledge of efficiently initiating and executing business ventures to yield profit, as highlighted by Korzhov & Pasko (2020). These skills are crucial for business success, with studies emphasizing the significance of self-orientation and interpersonal and technical skillsets for achieving success (Manafe et al., 2023). Effective business positioning and understanding consumer behavior are essential, with entrepreneurs possessing strong marketing, communication, decision-making, and analytical skills is more likely to achieve desired outcomes (Hutagalung et al., 2017). Skillful entrepreneurs not only bring about positive social changes but also contribute to societal development by increasing self-employment and generating jobs for others (Dewitt et al., 2022). Therefore, entrepreneurship education, training, and development play a vital role in fostering societal and national progress.

## **2. Review of Literature**

Entrepreneurship development and education are crucial for meeting the economic goals of nations, providing alternative pathways for livelihood and job creation (Ardichvilli et al., 2003). However, small business success rates in growing economies remain low due to various factors such as lack of education, training, and funding (Davidsson et al., 2006). Continuous research aims to explore aspects of entrepreneurial success (Desrochers & Sautet, 2008), including the relationship between ease of startup and success, mediated by family role and entrepreneurial skills.

Entrepreneurial success hinges on various factors, with family roles and entrepreneurial skills playing key roles, especially in ventures like unorganized roadside food courts in developing economies (Morianio et al., 2012). Family experience in business encourages new entrepreneurs and provides valuable insights into navigating challenges (Neneh, 2017). Entrepreneurial skills, acquired through education and training, foster confidence

and resilience (Mungai & Velamuri, 2011), enabling individuals to overcome obstacles. Strong entrepreneurial education promotes positive attitudes and prepares entrepreneurs to face challenges (Nordqvist & Melin, 2010).

Skilfulness and expertise are crucial elements for entrepreneurial success in all businesses (Politanska, 2014). Business, seen as the art of transforming ideas into reality, relies on skills to confidently navigate challenges and achieve desired outcomes (Dominginhos & Carvalho, 2009). The research underscores the importance of entrepreneurial skill sets for business success and sustainability (Huggins & Thompson, 2015), even in small roadside ventures where understanding market needs, and consumer behavior is paramount. These skills, acquired through learning, education, and experience, equip entrepreneurs to tackle obstacles and anticipate market trends (Pedrini et al., 2017). Skilful entrepreneurs are adept at taking risks and optimizing available resources (Fritsch & Wyrwich, 2014), crucial for flawless business execution and resource optimization (Okolo, 2015). In roadside food court businesses, skills are essential not only for attracting customers but also for retaining them, given the highly competitive and skill-oriented nature of the industry (James, 2015). Therefore, acquiring skills is imperative to meet market demands and business requirements.

### 3. Hypotheses Development

#### **H<sub>1</sub>: Ease of start-up has significant relationship with family role.**

The role of business families in entrepreneurship development is crucial, as evidenced by numerous authors (Heck et al., 2006). Business families play a dynamic role in supporting fresh startups and aiding in their rapid growth (Carlock & Ward, 2001). Research indicates that ventures belonging to business families have a higher success rate compared to those from non-business families (Audretsch et al., 2015). Entrepreneurs from business families benefit from the established business culture and attitudes, resulting in ease of startup and understanding of business fundamentals (Parker, 2009). Entrepreneurial activities involve understanding and managing a business to ensure regular revenue and predictable performance (Del Giudice et al., 2014). Well-established business families are often better positioned to start new ventures due to their understanding of core requirements and business fundamentals (Linan and Chen, 2009). Additionally, their extensive business contacts and long-standing relationships with intermediaries facilitate support at every step of a new startup (Zhao and Seibert, 2006). Expansion, whether vertical or horizontal, is facilitated by existing connections and expertise within the field (Barrow, 1993).

#### **H<sub>2</sub>: Family role significantly mediate the relationship between ease of start-up and entrepreneurial success.**

Entrepreneurial success encompasses aspects such as easy take-off, access to resources, business momentum, and a loyal clientele, often facilitated by a business family background. Family plays a strategic role in enabling ease of startup and success (Zellweger et al., 2011). Entrepreneurial passion serves as a tool to navigate business challenges and achieve desired goals (Biraglia & Kadile, 2017). Ventures require capital, managerial expertise, and technical know-how for sustained growth, making the support of a business family invaluable. Research suggests that ventures started by individuals from business families tend to have smoother beginnings and higher probabilities of success, compared to those without such familial support (Poutziouris, Wang & Chan, 2002). However, factors like entrepreneurial attitude, intention, and self-efficacy also influence entrepreneurial success (Rasul et al., 2017). Therefore, family may play a crucial role in mediating the relationship between ease of startup and entrepreneurial success in small businesses.

#### **H<sub>3</sub>: Ease of start-up has significant relationship with entrepreneurial success.**

No strong evidence as such found which support to strong connection between ease of start-up and entrepreneurial success (Mungai & Velamuri, 2011). But, it is usually found that,

entrepreneurs who get easy access to resources and easily start their business are mentally joyful, relaxed and energetic. Hence, their approach is quite positive and take wise decisions to promote their venture. On the other hand, fresh start up with so much hurdles and begging resources put entrepreneurs into deep thinking due to the feeling of failure. In such condition, customer centric approaches are overlooked and failed to innovate into the business. Scillitoe, Birasnav (2021) found negative relationship between ease of entry into the market and business success. Multiple researches have defined ease of start-up as 'easy market entry or ease of doing business' (i.e. regulatory ease of allowing new venture along with simplified finance, technical and social support) thus relate this to entrepreneurial success (Al Sahaf&Tahoo, 2021).

**H<sub>4</sub>: Ease of start-up has significant relationship with entrepreneurial skills.**

Entrepreneurial skills encompass the knowledge and know-how crucial for entrepreneurial success (Henderson & Robertson, 2000), enabling entrepreneurs to conduct business in an organized and effective manner. Prabhu (2020) highlights the positive impact of entrepreneurial skills on the ease of startup, providing essential knowledge, market insights, and technical support. Ease of startup includes factors such as market knowledge, regulatory requirements, location selection, supplier identification, financing, etc. (Volery & Mueller, 2006). Entrepreneurial attitude, derived from education, also plays a vital role in confidently organizing and managing the startup process. However, conflicting opinions exist among authors regarding this relationship (Petridou, Sarri & Kyrigidou, 2009), suggesting its subjective nature is influenced by various factors such as business type, sector, or product.

**H<sub>5</sub>: Entrepreneurial skills mediate the relationship between ease of start-up and entrepreneurial success.**

Entrepreneurial skills embody the ability to understand and apply business principles to achieve desired success and competitiveness (Henry, Hill & Leitch, 2017). Rooted in entrepreneurship education, these skills are crucial for developing adept entrepreneurs (Chang & Rieple, 2013). Research indicates that entrepreneurial skills mediate the relationship between ease of startup and entrepreneurial success, facilitating smooth business operations (Jardim, 2021). Skillful entrepreneurs excel in strategic decision-making, resource management, relationship-building, and technical knowledge (Lee & Wang, 2017), essential components for success. Entrepreneurial competence addresses dynamic business needs, providing a competitive edge in the market (Bacigalupo et al., 2016). Effective interpersonal communication, customer relationship management, demand forecasting, product management, and value-added services further enhance success rates in small retail businesses.

**H<sub>6</sub>: There is significant impact of family role on entrepreneurial success in unorganized road side food court business.**

Entrepreneurial development is crucial in growing economies for promoting employment, with the entrepreneurial environment, training, education, and evolution playing vital roles. While the role of family is significant in entrepreneurship development, it's less prominent in small roadside retail businesses due to limited resources and an unorganized business pattern. Takwi (2020) discussed the success/failure of family businesses, noting that business families tend to have higher success rates than non-business families, with a significant association observed between family role and entrepreneurship success (Haynes et al., 2021). Business families contribute to new startups by providing financial support, knowledge sharing, and technical assistance, facilitating gradual growth (Archuleta et al., 2017).

**H<sub>7</sub>: There is significant impact of entrepreneurial skills on entrepreneurial success in unorganized road side food court business.**

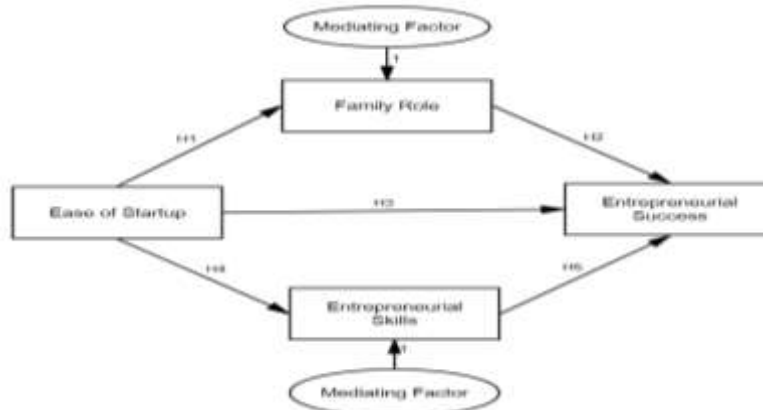
Research has extensively explored the factors contributing to entrepreneurial success in developing economies. The utilization of technology and digital platforms has played a significant role in entrepreneurial learning, development, training, and education. Digitalization has facilitated knowledge sharing and the understanding of new business techniques, thereby boosting entrepreneurship in society (Alonso, Kok & O'Shea, 2018). Skill development through the internet and social media platforms has greatly enhanced business skills through collaborative learning and knowledge sharing (Gezelius, 2017). Skilled entrepreneurs possess considerable potential for success, sustainability, and adaptability, effectively navigating potential threats. These skill sets provide businesses with the internal strength to compete with challenges and thrive in dynamic environments (Lee & Marshall, 2013).

#### 4. Method and Material

##### Research Design

The current study employs an empirical research method, utilizing systematically collected primary data from qualified respondents through tested questionnaire scales. This methodological approach encompasses various aspects such as research purpose, data collection, analytical tools, sampling methods, and the pictorial representation of the research design. The design integrates action research to estimate trends with exploratory stances, addressing predetermined research problems (D'Souza, 1982). To elucidate the research design, a diagram is presented below, illustrating the study's fundamental purpose and the variables utilized.

**Fig 1- Empirical Design with Variables**



The research design incorporates four variables selected from relevant literature to investigate their interrelationship and association using structural equation modeling. These variables are chosen to study the burgeoning phenomenon of unorganized businesses in developing countries and determine their success criteria. The first variable, 'Ease of Start-up,' delves into the challenges and benefits of starting small businesses in developing economies, providing insights into prerequisites and potential obstacles (Mishra, 2017; Goyal & Prakash, 2011). The second variable, 'Entrepreneurial Success,' holds significance in relation to self-employment and entrepreneurship growth, encompassing dimensions such as growth, survival, expansion, revenue growth, and customer loyalty (Kumar & Ogunmola, 2021; Caliendo et al., 2015; Mogale, 2019). 'Family Role,' the third variable, explores the crucial role of families in new startups and business success, including aspects like working capital, knowledge sharing, and skill-building (Chahal & Sharma, 2020). Lastly, 'Entrepreneurial Skills' evaluates the success level influenced by ease of start-up, family role, and entrepreneurial skills, focusing on factors crucial for success in small retail businesses, particularly road-side food courts or carts, such as quick service, personal relationships, hygiene, variety, and taste (Allen-Barnes, 2020).

**Research Method:**

The empirical research method, as advocated by Bem (2003) and Bhattacharya (2008), is employed to explore the relationship between variables and validate findings through primary data. This method establishes a foundation of knowledge on the research question by considering respondents' views, observations, and experiences (Corbin & Strauss, 2015). The current study utilizes this method to investigate the correlation between 'ease of start-up and entrepreneurial success,' while considering 'family role and entrepreneurial skills' as mediating variables in the context of unorganized roadside food court businesses. This approach allows for investigating correlation research with the potential influence of mediating variables (Curtis, Comiskey & Dempsey, 2016).

**Variables Used**

The research is based upon four important variables which collaboratively reflect the ground truth of small food business being running by experience and fresh entrepreneurs. The below explanation of variables represent comprehensive understanding of the concepts-

**Table -2 Descriptions of the Variables Used**

Variable Name	Dependent	Independent	Description
Ease of Start-up	-	Yes	Investigate the initial struggle of entrepreneurs, arrangement of resources, paying-off the debts, recovering mechanism etc.
Entrepreneurial Success	Yes	-	It measures the level of success while considering the time frame of business and role of mediating variables.
Family Role	-	Yes	What role a business family or non-business family perform in fresh start-up and help in dealing with initial hurdles.
Entrepreneurial Skills	-	Yes	Check the business skillsets of entrepreneurs, expertise, management knowhow etc.

**Sampling Method and Data Collection:**

Purposive sampling technique has been used to select the right respondents and collect right data. It's a part of non-probability sampling method in which researcher can use their judgement to select eligible respondents (Ames, Glenton & Lewin, 2019). Samples have been collected from self-employed people who are engaged in unorganized road side food court business. There are two different categories one whose family is already into some business and another whose family is never been to business and he/she is the only one who started this small venture in the family. Judgemental sampling allow to select and collect data purposively (Benoot, Hannes, & Bilsen, 2016) according to the researcher's requirement. 509 responses were collected using self-structured questionnaire. It consists five sections wherein first section contains demographic information of the respondents which requires for analysing the phenomenon from different angles. Second section contains questions related to 'ease of start-up' which basically includes statements that investigate the level of ease of starting up new venture. Third section includes statements related to 'entrepreneurial success' and helps to analyse the level of business success respondents achieved. Fourth section includes 'family role' in business start-ups and business success. This section predominantly focuses on the role of the business family in arranging resources as well as giving valuable insights for success. The last section i.e. the fifth section deals with 'entrepreneurial skills' which may someone acquires from long experience, in-born skills, learnt from others etc.

**Table 3 Profile of the Respondents**

Category		Frequency	Participation %
<b>Gender</b>	Male	389	71
	Female	161	29
<b>Family Types</b>	Business Family	267	49
	Non-Business Family	283	51
<b>Education</b>	< UG	281	51
	UG	182	33
	PG	87	16
	>PG	Nil	0
<b>Experience</b>	0-3 yrs	156	28
	3-6 yrs	242	44
	Above 6 yrs	152	28

**Measurement of Construct**

Measurement scale play vital role in empirical research to validate the result obtained from primary data and its implications in the real world (Tranfield, Denyer & Smart, 2003). Scale validation has been checked using Cronbach's Alpha Coefficient (Saini & Shlonsky, 2012). Four scales (self-prepared) have been used to record responses on each construct and its validity are checked for analysis appropriateness. Scale one i.e. ease of start-up consists 11 statements, second scale i.e. entrepreneurial success consists 10 statements, third scale i.e. family role consists 8 statements and fourth scale i.e. entrepreneurial skills consists 7 statements. These statements are referred from previous literatures and questionnaires related to the topic and research area. According to the need of the current study referred statements are edited accordingly so that study's requirements can be fulfilled. Variables' categorization and definition is important in data driven research so that appropriate scale viz. ordinal, interval, nominal or ratio can be adopted and used for the definite purpose (Froehle & Roth, 2004).

The description of the scales used in the study along with validity scores are being presented in the table 4 as below-

**Table 4 Measurement Scales and Validity Scores**

Scale	Cronbach's Alpha Coefficient	Statements
<b>Ease of Start-Up</b>	<b>0.86</b>	I found business related information easily.
		I easily get help and support to start new venture.
		I easily arranged start-up capital.
		I easily identified the source of required material.
		I easily get management knowhow to run business.
		I easily identified and occupy the space for my business.
		I easily understand how to run business.
		I easily learn how to handle hurdles.
		I usually get support of others when required.
		I easily get additional capital when required.
		I could easily manage infrastructure building for business.

<b>Entrepreneurial Success</b>	<b>0.88</b>	I could easily manage my business.
		I could easily sustain my sales.
		I could easily create customer loyalty.
		I could easily maintain my revenue.
		I can see my business growing.
		I can easily plan for expansion.
		I have added new products in my product range.
		I believe my business is scaling up.
		I am satisfied with business success.
		I could start new venture easily now.
		I have no debt rather I could save required money.
		<b>Family Role</b>
My family gave valuable insights of my business.		
I get technical support when it is required.		
It was easy to find place for my business due to my family.		
My family helped me a lot at every steps.		
I easily get suppliers and financer for my business due to my family business.		
I never get problem to add new product.		
I feel confident due to family support.		
<b>Entrepreneurial Skills</b>	<b>0.90</b>	I understand and know the need of the business.
		I know how to market my business.
		I understand the importance of customers' satisfaction.
		I know what I should do to make desired sales.
		I know the mechanism of customer delightedness and increase loyalty.
		I know how to prepare my product better.
		I know the art of serving products to my customers.

### Objectives

To investigate the relationship between entrepreneurial skills and entrepreneurial success in unorganized roadside food court business.

1. Measurement of the relationship between 'ease of start-up' and 'family role' for roadside food court business
2. Measurement of mediation of 'family role' between 'ease of start-up and entrepreneurial success' in unorganized roadside food court business.
3. Measurement of the relationship between 'ease of start-up' and 'entrepreneurial success'
4. Measurement of the relationship between 'ease of start-up' and 'entrepreneurial skills' for roadside food court business
5. Measurement of mediation of 'entrepreneurial skills' between 'ease of start-up and entrepreneurial success' in unorganized roadside food court business.

### Hypotheses

H<sub>1</sub>: Ease of start-up has a significant relationship with the family role.

H<sub>2</sub>: Family role significantly mediates the relationship between ease of start-up and entrepreneurial success.

H<sub>3</sub>: Ease of start-up has a significant relationship with entrepreneurial success.

H<sub>4</sub>: Ease of start-up has a significant relationship with entrepreneurial skills.



H<sub>5</sub>: Entrepreneurial skills mediate the relationship between ease of start-up and entrepreneurial success.

**5. Result**

**Analysis of 1<sup>st</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Objective**

**Ob1- Measurement of relationship between ‘ease of start-up’ and ‘family role’ for road side food court business**

H<sub>1</sub>: Ease of start-up has significant relationship with family role

**Table 5 Regression Analysis**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.100	1	.100	2.495	.042
	Residual	102.560	508	.202		
	Total	102.660	509			
a. Predictors: (Constant), FR						
b. Dependent Variable: EOS						

H<sub>1</sub> stands accepted with sig. value 0.042 < 0.05 with F value 2.495, MS= .100. The test is observed significant and support the relationship between the variables. EOS as dependent variable indicate the great significance of FR for easy and smooth take-off of new venture. The ANOVA result support the linear relationship of variables with residual SOS 102.560. The assumption of hypothesis reveals that role of family in ease of start-up keeps immense importance and relevance (Bao, 2020). Family play strategic role in entrepreneurship development and self-employment in the economy (Aldrich & Cliff, 2003).

**Table 6 Model Summary of Regression Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.39	.375	.349	.10932
a. Predictors: (Constant), FR				

Table 6 representing model summary of linear regression analysis that shows FR may influence EOS with 35% i.e. adjusted R<sup>2</sup>= 0.349. The independent variable (FR) reflect reasonably good predictability for EOS. This reveals that, role of family is statistically significant to ensure ease of start-up in road side food court business (refer regression model 1).

**Regression Model 1:**

$$EOS = \alpha_0 (4.042) + (0.388)FR + \epsilon_1$$

**Ob3- Measurement of relationship between ‘ease of start-up’ and ‘entrepreneurial success’.**

H<sub>3</sub>: Ease of start-up has significant relationship with entrepreneurial success

**Table 7- Regression Analysis**

ANOVA <sup>b</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	7.436	1	7.436	35.132	.000 <sup>a</sup>
	Residual	107.523	508	.212		
	Total	114.959	509			
a. Predictors: (Constant), EOS						
b. Dependent Variable: ES						

H<sub>3</sub> is found accepted with sig. 0.00 < 0.05 which indicate that the test is significant at 5% level of significance. Test reveals positive relationship amongst the variables and establish statistical relevance of EOS for ES. Test statistics is observed as F(509)= 35.132, MS= 7.436 and SOS= 7.436 respectively. The regression analysis supports the relationship between EOS and ES. ES somewhere get hamper from trouble one experience at early stage of new venture, which may demotivate and discourage the feelings of entrepreneurship (Picken, 2017). Ease in start-up boost in confidence and improve daring to take risk for business success (Jens &Prufer, 2020).

**Table 8**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.254 <sup>a</sup>	.065	.063	.46006	.065	35.132	1	508	.000
a. Predictors: (Constant), EOS									

Model summary representing the level of impact of EOS on ES. Here, the R value i.e. .254 indicates the 25% influence of EOS on ES whereas, the adjusted R square value .063 shows very less impact i.e. 6%. However, the test is significant, but the level of association is very low. This shows that EOS is not so relevant or it may not guarantee success in the roadside food court business. Other factors also play a prominent role in ES (refer to regression model 2).

**Regression Model 2:**

$$EOS = \alpha_0 (2.983) + (0.269)ES + \varepsilon_2$$

**Ob4- Measurement of relationship between ‘ease of start-up’ and ‘entrepreneurial skills’ for road side food court business**

H<sub>4</sub>: Ease of start-up has significant relationship with entrepreneurial skills.

**Table 9 Regression Analysis**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.190	1	1.190	5.959	.015 <sup>a</sup>
	Residual	101.470	508	.200		
	Total	102.660	509			
a. Predictors: (Constant), ESK						
b. Dependent Variable: EOS						

H<sub>4</sub> is accepted with sig. .015 < 0.05 which reveal that, both the variables share significant relationship and influence each other. The test is significant at 5% level of significance whereas F(509) = 5.959, MS = 1.190, SOS = 1.190. New venture planning and execution become easier if entrepreneur has required skill set and knowledge of the business. Employee skills talks about necessary experience of the field and knowledge of product that together concrete smooth take off and conduction of business.

**Table 10 Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608 <sup>a</sup>	.369	.324	.34693
a. Predictors: (Constant), ESK				

Model summary support the test statistics by displaying the level of relationship through R value. Here, R = .608 where as adjusted RS = .324 that represent 32% influence on variable on another one. The level of relationship is quite significant and may influence EOS. According to the test result, EOS shows strong association with ESK that ensures easy and handy starting of food court business.

**Regression Model 3:**

$$EOS = \alpha_0 (4.329) + (0.183)ESK + \varepsilon_3$$

Analysis of 2<sup>nd</sup> objective-

**Ob2- Measurement of mediation of ‘family role’ between ‘ease of start-up and entrepreneurial success’ in unorganized roadside food court business.**

H<sub>2</sub>: Family role significantly mediates the relationship between ease of start-up and entrepreneurial success.

**Table 11 Discriminant Validity**

	FR	EOS	ES
Family Role	.478	-	-
Ease of Start-Up	.742	.528	-
Entrepreneurship Skill	.654	.489	.573

The discriminant validity test confirms and checks the effectiveness of the latent variables in predicting the dependent variable. The test statistics validate the reliability and association of the variables. Both convergent validity, assessed through average variance extracted (AVE) and composite reliability (CR), and discriminant validity, evaluated using the heterotrait-monotrait (HTMT) ratio, are employed (Henseler, Ringle & Sarstedt, 2015). The association among variables is expressed through composite reliability, while discriminant validity reflects the relationship between measurement items and latent variables. The calculated values for all three variables are within the acceptable range (i.e., < 0.85), indicating that the validity of all variables is suitable for analysis.

**Table 12 Direct and In-Direct Effect**

Hypothesis	Relationship	Direct Effect	Indirect Effect	Sig.	Result
H2	EOS → FR → ES	0.546	0.748	.034	Significant

Direct and indirect effect scores indicate the mediation role of variables in influencing the relationship between the variables. H<sub>2</sub> stands accepted that indicates the positive mediation of FR in influence the relationship between EOS and ES. The scores, IDE=0.748 is found greater than DE=0.546 which reveals that the level of relationship between EOS and ES improves with the mediation of FR. The sig. value .034 < .05 which make this test significant at 95% level of confidence. Role of family indispensably motivate e-ship development by inculcating values, knowledge, attitude and entrepreneurial approach (Audretsch, et al., 2015). New venture backed with long family business experience usually more prone to get success as compare to non-business family entrepreneurs. The mediation effect supports the concept of business success through family expertise. Also, all three variables together constitute a great start and success with more predictability (Del Giudice, et al., 2014).

**Ob5- Measurement of mediation of ‘entrepreneurial skills’ between ‘ease of start-up and entrepreneurial success’ in unorganized road side food court business.**

H<sub>5</sub>: Entrepreneurial skills mediate the relationship between ease of start-up and entrepreneurial success.

**Table 13**

**Direct and In-Direct Effect**

Hypothesis	Relationship	Direct Effect	Indirect Effect	Sig.	Result
H5	EOS → ESK → ES	0.453	0.712	.022	Significant

The study also accepted hypothesis H<sub>5</sub>, indicating the successive mediation of entrepreneurial skills (ESK) in enhancing the relationship between ease of start-up (EOS) and entrepreneurial success (ES). The index of direct effect (IDE= 0.712) is greater than the index of direct effect (DE= 0.453), establishing the relevance of the mediating variable in the relationship. The significance value of .022 is less than .05, indicating significance at a 95% level of confidence. These results demonstrate that entrepreneurial skills contribute to increasing the effectiveness of the relationship between EOS and ES. Business knowledge, experience, and expertise play a crucial role in minimizing the likelihood of failure and predicting the success of ventures (Biraglia & Kadile, 2017). Success in ventures can be forecasted based on entrepreneurial skillset and the confidence derived from a smooth start-up process at the initial level (Zhao et al., 2005).

**6. Findings**

The study shows that ease of start-up (EOS) has a significant relationship with both family role (FR) and entrepreneurial success (ES) in the context of roadside food court businesses. This indicates the crucial role of family support in providing resources and assistance for the initial stages of the venture, leading to favourable sustainability and success. Additionally, EOS is positively associated with entrepreneurial skills (ESK), highlighting the importance of business knowledge and expertise in initiating and operating a business smoothly. The findings suggest that family support is beneficial only when coupled with the necessary entrepreneurial skills and business knowledge. Furthermore, mediation analysis reveals that both family role and entrepreneurial skills successfully mediate the relationship between EOS and ES. This underscores the importance of family support in fostering and assisting new entrepreneurship, as well as the significant role of skills in business success. Overall, ventures backed by strong family support and requisite skill sets ensure a smooth takeoff and predictable success rate.

**7. Conclusion**

The unorganized sector, particularly road-side food court businesses, is experiencing rapid growth worldwide, providing crucial economic support to various economies. However, these businesses pose challenges for government regulation and control. The current

research focuses on the expansion of road-side food court businesses in developing economies and identifies two key factors contributing to their success: the role of family and the required skill set. Family involvement and entrepreneurial skills play significant roles in mediating the relationship between ease of start-up and entrepreneurial success in this business category. With competition intensifying due to the easy entry and exit nature of this sector, entrepreneurs must possess the necessary knowledge and skills to thrive.

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