

## Self-Employment through Beauty Parlor Business: Vindication from Women Entrepreneurs of Agartala

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### Abstract

The study attempts to report the motivating factors of women entrepreneurs of Agartala to become self-employed through beauty parlor business and to assess their strategies for sustainability in a competitive environment. Using cross-sectional research design, a survey through interview-Schedule comprising of 52 questions is executed for data collection with a randomly chosen 83 sample respondents. The data has been tested for its reliability and validity followed by a protocol interview and pilot study before the final execution. A model has been formed and the data reduction test is carried out through Factor analysis. Cross tabulation, Correlation analysis, Simple and Multiple Regression analysis have been performed to assess support for the hypotheses. The empirical results document that age, education, family background, and business expertise have motivated the respondents to start the business. Again, the push factors motivate more than the pull factors and they apply a number of strategies to increase customer satisfaction as well as sustainability. Policy relevance is drawn and the study acknowledges few shortcomings like the small sample size, study area and period, selective variables and the limitations of statistical tools while generalizing the results. It also indicates the future research directions.

**Keywords:** Beauty parlor, Survey, Inferential Statistics and Sustainability

**JEL Classification:** C83, C88, L26, Y10

**Paper Classification:** Research Paper

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### Introduction

The literature on women entrepreneurship has become the research agenda globally since only the last four decades (Pellegrino & Reece, 1982; Hisrich & O'Brien, 1981; Sexton & Kent, 1981; DeCarlo & Lyons, 1979, 1976). It has been ignored by academicians due to plenty of reasons viz. gender biasness (Allen, Langowitz, & Minnitti, 2006; Bird & Brush, 2002; Brush & Hisrich, 1999; Starr & Yudkin, 1996), being small in size (Baker, Aldrich, & Liou, 1997; Rosa & Hamilton, 1994), poor financials such as turnover (Morris, Miyasaki, Watters & Coombes, 2006), returns (Clark & James, 1995; Allen & Truman, 1991) or capital investments (Blake, 2006; Cliff, 1998). The research on women entrepreneurs (hereafter WEs) come to the lime light after the notable contribution by

late Prof. C. K. Prahalad & his team members about the importance of bottom of the pyramid i.e. billions of target poor women consumers for the marketers. The significance of the role of WEs in economic development of poor countries such as in South Asian country, Bangladesh, has become a model for the social scientists when the country's Grameen Bank and Prof. Mohamed Yunus has jointly won the Nobel Peace Prize in 2006 for their commendable work on micro finance and extending very small amount of credit especially in favor of underprivileged women to become self-employed.

A beauty parlor is a place where personal care services such as spa, facial, message, hair care, hair cut, threading, skin bleaching, oxygen therapy, mud baths, pedicure, manicure, waxing and trousseau are delivered by the beauticians to their valued customers. Ladies' beauty parlor, in particular, is a form of service centre where mostly women provide personal care to women customers who want to look better which has positive influence in areas such as marriage, health and in occupation (Gimlin, 1996; Hamermesh & Biddle, 1994; Waller, 1937) and such business can easily be started with minimum amount of capital and be managed simultaneously with family (Parsuraman, Zeithaml, & Berry, 1994) and even from home (Singh & Lucas, 2005; Collins-Dodd, Gordon & Smart, 2004; Edwards, & Field-Henry, 2002). The literature has validated that the urge for looking cynosure with the help of makeup and personal care for men and women is a common phenomenon even from the ancient Persian era to present time (Gimlin, 2002; Sherrow, 2001; Peiss, 2000; Man, 2000; Etcoff, 2000) and especially women usually spend substantial amount for looking good (Joy, Sherry, Troilo, & Deschenes, 2010). Reviews of related studies pointed out push factors to become self-employed (henceforth SE) is the earning certainty between job and entrepreneurship (Parker, 2005, 1996; Bruce, 2002; Kanbur, 1981, 1979; Kihstrom & Laffont, 1979), whereas pull factors include flexibility in job (Gurley-Calvez, 2011; Lombard, 2001) and women prefer the latter (Peiss, 2000).

The literature although indicate entrepreneurship as a local area based activity (authors who advocated this include Romanelli & Schoonhoven, 2001; Cox 1998; Birley, 1985), but studies are skewed either only on WEs' demographic characteristics who are involved in international or national level businesses (Fischer, Reuber, & Dyke, 1993; Brush, 1992) or have focused on their operational style of managing business (Verheul, Risseuw, & Bartelse, 2001; Verheul & Thurik, 2001; Rietz & Henrekson, 2000; Bruce, 1999; Thakur, 1998; Cliff, 1998; Carter, Williams, & Reynolds, 1997; Rosa, Hamilton, Carter, & Burns, 1994; Cromie & Birley, 1992; Kalleberg & Leicht, 1991). The study has found no such study which could address the holistic factors such as demographics, push and pull motivators, business expertise or strategies for sustainability of WEs who have chosen beauty parlor business for their SE at least in Indian context. Such deficiency in the literature has been identified and these four variables of WEs' SE decision have been taken within the scope of the research to bridge the literature gap. The study analyzes based on statistical evidence, using primary data collected from randomly selected sample respondents from Agartala, capital of an Indian state, Tripura.

The present study contributes to the literature at least in four ways. Firstly, the results indicate that WEs of Agartala who has become self-employed through beauty parlor business, have being influenced by their demographics. Literature reports a positive correlation with demographics and SE decision by the WEs such as age (Delmar & Davidsson, 2000), education (Zhu, 2006; Hughes, 2006; Singh, Reynolds, & Muhammad, 2001); family support (Amarapurkar & Danes, 2005; Aldrich & Cliff, 2003); marital status (Caputo & Dolinsky, 1998) and training (Carter, Henry, Cinneide & Johnston, 2007; Iakovidou, Koutsouris, & Partalidou & Simeonidou,

2002) but the present study's findings do not correlate with regards to age and marital status, i.e. to say majority of the respondents are middle aged and single, rather than aged above 40 (Evans & Leighton, 1989) and married (Parker, 2007; Taniguchi, 2002). Secondly, prior researches report that both the factors i.e. push and pull motivate the WEs to choose SE as their livelihood, without mentioning the ranking of such influence, but this study shows that the influence of push factors exceed the pull factors. Moreover, the results indicate that positive stimuli influence more than the negative stimuli, which contradicts the findings of a recent research (Brünjes & Revilla, 2013). Thirdly, earlier studies have documented that past experiences influence the WEs to start businesses (Harvey, 2005; Martin & Halstead, 2003; Hughes, 2001) but the present study has shown that not only experience but expertise also influences their SE decision. Finally, it points out a number of strategies which need to be applied simultaneously to sustain in the long run, but literature validates some of their applications (Curado, Henriques, & Bontis, 2011; Hsu, Roberts & Eesley, 2007; Brush & Hisrich, 1991) and highlights whether they should be mutually exclusive or simultaneous.

The present study intends to report the motivating factors of WEs of Agartala to become self-employed through beauty parlor business and to assess their strategies for sustainability in the competitive environment.

The next Section, Theoretical Framework, explains the theoretical perspective on which the hypotheses of the study are constructed. The Section 3 deals with methods. The results of the study are exhibited in Section 4 and discussion of the results is offered in Section 5. The conclusions of the study are offered in Section 6.

## Theoretical Framework & Hypotheses Development

Extensive literature review has been conducted to frame research objectives as well as to frame hypotheses for testing the samples to infer about the study population. The research hypotheses and their null forms have been developed in the following manner:

### Demographics & Self Employment

**Age.** Studies worldwide have validated that age and urge of women to become SE has a mixed association. Few studies report a positive relationship, i.e., higher the age more the number of WEs (Storey, 1994; Holtz-Eakin, Joulfaian & Rosen, 1994; Evans & Leighton, 1989; Singh, Sehgal, Tinani & Sengupta, 1986); while others do not find any such correlation (Iakovidou, Koutsou, Partalidou & Simeonidou 2007; Mehram, Pyasi, Rawat & Ahirwal, 2006; Arulprakash, & Hirevenkanagoudar, 2005; Talves & Laas, 2004; Johnson & Storey, 1985).

**Education.** Literature indicates that level of education plays a pivotal role for WEs to become self-employed and to succeed in their businesses (Cowling & Taylor, 2001; Luber, Lohnmann, Müller, & Barbiere, 2000; Robinson & Sexton 1994; Brush 1992; Hisrich, 1986; Rees & Shah, 1986; Singh & Sengupta, 1985).

**Family Structure & Support.** Studies document that the family structure of WEs and their decision to become SE as well as attain success in business has a positive association i.e., they have been motivated by their family members and even invested capital in their business from their family sources (Singh et al. 2001; Bruce, 1999; Dyer & Handler, 1994; Brush, 1992; Hisrich & Brush, 1987; Mescon & Stevens, 1982; Sexton & Kent, 1981).

**Marital Status.** Few researches indicate that women have become entrepreneurs after their marriage to support the family (DeMartino & Barbato, 2003; Caputo & Dolinsky, 1998; Robinson & Sexton, 1994; Connelly, 1992; Macpherson, 1988; Rees & Shah, 1986; Mincer, 1985).

**Income Level.** Earnings in majority of the studies have been pointed out as the catalyst for women to become entrepreneurs (McGehee, Kim & Jennings, 2007; Anthopoulou, 2006; Jenkins, Hall, & Troughton, 1998; Oppermann, 1996; Brand, 1994; Peterson, 1994; Tigges & Green, 1994; Clark & James, 1992).

**Training.** Research has validated that proper training inspires women to become self-employed through entrepreneurship (OECD, 1993; Brush & Hisrich, 1991; Little, 1991) and they suffer from lack of training for sustaining their businesses (Kelley, Brush, Greene, & Litovsky, 2012; Davis, 2012; Drine & Grach 2010; Owen-Smith & Powell, 2008; Mai & Gan, 2007; Kitching & Woldie, 2004). So, the first hypothesis is set as:

*H01: Demographics of WEs do not influence them to become self-employed.*

*HA1: Demographics of WEs influence them to become self-employed.*

## **Motivations: Push and Pull factors & Self Employment**

Prior studies document that push factors of motivation reign over the pull factors in the context of women entrepreneurship and have identified push factors such as autonomy, the desire to make money, lack of job opportunities and satisfaction, gender biasness, and economic slowdown (Itani, Sidani, & Baalbaki, 2009; Sadi, & Basheer, 2007; Krueger, 2000), the pull factors include the desire to become independent, urge for status in the society, flexibility in working schedule, to become employer, and to meet the needs of the family, greater internal motivation as well as motivation from referral group members (Walker & Webster, 2007; Sarri & Trihopoulou, 2005; Marlow & Carter, 2004; Williams, 2004; Ganesan, Kaur & Maheshwari, 2002; Bennett & Dann, 2000; Nafziger, 1969). Therefore the present study hypothesizes that,

*H02: Push and pull factors do not motivate WEs to become self-employed.*

*HA2: Push and pull factors motivate WEs to become self-employed.*

## **Business Expertise & Self Employment**

Studies vehemently support that WEs having some sort of expertise succeed in their endeavors (Welbourne, Neck, & Meyer, 2012; Singh et al. 2001; Lerner, Brush & Hisrich, 1997; Marlow, 1997; Carter, Gartner & Reynolds, 1996; Breen, Calvert & Oliver, 1995; Belcourt, 1991; Hisrich & Brush, 1987); by learning lessons from doing business (Chang, Hughes & Hotho, 2011; Low & Chiang, 2010; Essers & Benschop, 2009). Few studies also report that WEs has less expertise in compare to their male counterparts (Fisher et al., 1993; Belcourt, 1991); while few studies do not find any association between prior expertise and profitability (Shockey & Mueller, 1994; Miskin & Rose, 1990). Hence the present study hypothesizes that,

*H03: Business expertise does not influence WEs to become self-employed.*

*HA3: Business expertise influences WEs to become self-employed.*

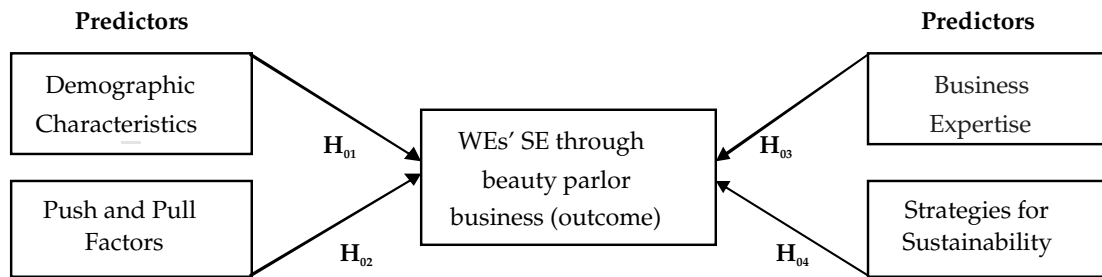
## **Strategies for Sustainability & Self Employment**

The WEs adopt a number of strategies to remain competitive in their beauty parlor business ranging from customer satisfaction factors (Khan & Tabassum, 2012), delivering high quality services (Kumar, Kee & Manshor, 2009; Schultz, Deshpandé, Cornwell, Ekici, Kothandaraman,

Peterson, Shapiro & Schwartz, 1976) in addressing individual valued customers' demand (Ullman, 2013) as customer satisfaction is related with profitability and the word of mouth (WOM) plays a very crucial role in beauty parlor business since it falls under service industry (Jain, 2012; Parsuraman, et.al., 1991; Parasuraman, Zeithaml & Berry, 1994). Moreover, tapping new customers is much more costly than serving the existing one (Reich held, 1996). So, the study hypothesizes that,

*H04: The strategies for sustainability do not influence WEs to become Self-employed.*

*HA4: The strategies for sustainability influence WEs to become Self-employed.*



**Figure 1. Theoretical Model of WEs' SE through Beauty Parlor Business**

## Research Methodology

### Research Design

The present study uses the cross-sectional research design to assess the influencing factors and strategies for sustainability of WEs in beauty parlor business. The study is survey based and is carried out during January-May, 2015. Survey approach is used as it intends to obtain a broad and representative overview of a situation (Fisher, 2007) as well as to produce quantitative estimates about the studied population based on the statistical tests of the sample (Pinsonneault & Kenneth, 1993; Groves, Fowler, Couper, Lepkowski, Singer & Tourangeau, 2004).

**Schedule Development.** An interview-schedule is used as a tool to data collection as the respondents may be unwilling to share the business details (Churchill, 2001; Malhotra, 2005). The items in the schedule have developed in the following ways:

Firstly, the researchers accessed the Tripura University digital library sources and searched especially the academic journals of prominent publishers with the key words such as *women entrepreneurship, pattern of entrepreneurship, beauty parlor business; problems of women entrepreneurship and self-employment* and downloaded 80 relevant papers. Thereafter extensively reviewed was conducted to generate a 60-item inventory.

In the *Second stage*, a *protocol interview* has conducted with five experts to carefully assess their understanding of the items and doubts are clarified as suggested by Diamantopoulos, Reynolds, & Schlegelmilch, 1994. The mean score for accepting items is set as 3 on any item.

In the third stage, a pre-test is carried out with 57 items based on the outcome of protocol interview using a randomly selected sample size of 30 respondents, to check for clarity of items, relevance and completeness as recommended by Zikmund & Babin (2012). The outcome of pre-test has reduced the number of items to 53, which are retained for the final survey. Items exceeding alpha value over and above .5 were considered for the final study. The alpha values of pre-test (33

questions on Likert scale) computed as. 729, .708, .676, .653, .713, .734, .756, .801, **.494**, .745, .722, .669, .588, .730, .698, .689, .756, .785, .702, .720, .658, **.481**, .595, .624, **.469**, .664, .691, .707, .598, .769, .775, .696, .397.

*Finally*, the 52-items scale developed from the pre-test was administered to a large sample. There is an attempt to strike a balance between the number of questions in the schedule and the probability of reply (Dillman, 1978).

**Sampling Design.** *Firstly*, all the WEs of Agartala, who are in beauty parlor business are assumed to be the population. As it is a Herculean task to know the exact number, the sampling frame cannot be fixed. The researchers have randomly approached select 98 WEs to voluntarily participate in this study, of which 83 WEs agreed to participate in the survey. This sample size falls within the Roscoe's (1975) guidelines, which advocate a sample size between 30 and 500 for social science research. This is also supported by researchers like Tabachnick and Fidell (2013); MacCallum, Widaman, Zhang and Hong (1999); Green, Tull and Gerald (1999); and Kahneman and Tversky (1972).

**Data Collection Design.** Both primary and secondary data were collected for the study.

**Primary Data.** A cover letter containing briefly stated purpose and closing instructions is used along with the schedule as suggested by Dillman (1978). *Firstly*, it was tried to build a rapport with the selected respondents and the objectives of the study were briefly explained to them with the intention to collect genuine responses from them (Oberhofer & Dieplinger, 2014). Further, they were assured regarding the confidentiality of their answers on the ground of ethicality. A close ended pre-coded schedule with a 5-point Likert scale with strongly disagree (1) to strongly agree (5) range was used as it facilitated coding, tabulation and interpretation of data (McDaniel & Gates, 2010; Hair, Black, Babin, Anderson, & Tatham, 2010). The respondents were requested to fill up the items of the schedule carefully and doubts have clarified whenever requested. All the respondents were assured about maintaining anonymity (Jobber, 1985; Oppenheim, 1992). To eliminate the risk of non-comprehension and ambiguity problems, the items of the schedule were translated into vernacular language (Bengali) as suggested by Peytchev, Conrad, Couper, & Tourangeau (2010).

**Secondary Data.** Apart from the primary data, secondary data was collected from academic and professional journals, books, conference papers, magazines, and internet.

## Variables

The variables of the study are categorized as Predictors which include selective demographic factors, push & pull factors of motivation, business expertise & strategy for sustainability; the **Outcome** - WEs' self-employment decision and the Confounding - influence of referral group members.

## Statistical Power & Significance Level

The study has assumed the confidence level as 95% i.e. the significance level as 5%. The statistical power of data is computed as 84 percent (applying G\*3 software), exceeding the recommended limit of 80 percent (Cohen, 1988).

## Data Analysis Strategy

IBM Statistical Package for Social Sciences (SPSS)-20 is used for data processing and analysis. Research questions are addressed, either through simple descriptive statistics (means and

standard deviations), or through inferential statistics (cross tabulation, correlation analysis, simple and forced entry regression analysis). Since the primary objective of the study is to cluster the questions into few relevant factors (Mitchelmore & Rowley, 2013; Ho, 2006), it has used Confirmatory Factor Analysis (CFA).

## Instrument Validity

The statistical tests provide different types of validities such as *internal* (based on findings), *construct* (the items that measure hypotheses), *content* (items that measure the research questions), *concurrent* (results that correlate with prior researches) and *conclusion* (generalization of findings is possible based on statistical evidence). To counter the *internal validity threats*, the respondents are selected randomly (selection threat), separately (diffusion treatment threat), judiciously (regression threat), controlled the variables (history threat). The *external validity threats* are controlled by restricting the results for its generalization to those beyond study groups, settings and history (threats of selection, new settings treatment and history).

## Results

### Descriptive Statistics

Table 1 shows the descriptive statistics of the sample respondents. Majority of the respondents are 26-35 years old (48.20 percent); belong to middle class families (91.60 percent); has taken education up to graduation (42.20 percent); from general caste (66 percent); are married (62 percent), earn INR 0.01- 0.015 million per month while spend to the tune of INR 0.005 - 0.010 million per month.

**Table 1: Demographic Characteristics of the Sample Respondents**

Age					
	18-25 years	26-35 years	36-45 years	46-60 years	Total
No. of Respondents	27	40	16	00	83
Percentage	32.5	48.2	19.3	00	100
Caste					
	General	Scheduled Caste	Scheduled Tribe	Other Backward Caste	Total
No. of Respondents	55	9	8	27	83
Percentage	66	10	9	15	100
Level of Education					
	Madhyamik	H. S. (+2 stage)	Graduation	Post-Graduation	Total
No. of Respondents	12	28	35	8	83
Percentage	14.5	33.7	42.2	9.6	100
Marital Status					
	Single	Married	Divorcee	Total	
No. of Respondents	52	27	4	83	
Percentage	62	32	6	100	

(Continued)

Monthly Income (INR)					
	5,000-10,000	10,001-15,000	15,001-20,000	20,000 and above	Total
No. of Respondents	25	35	12	11	83
Percentage	30.1	42.2	14.5	13.3	100
Monthly Expenses (INR)					
	5,000-10,000	10,001-15,000	15,001-20,000	20,000 and above	Total
No. of Respondents	64	16	2	1	83
Percentage	77.1	19.3	2.4	1.2	100
Type of Family					
	Lower Class	Middle Class	Upper Class	Total	
No. of Respondents	3	76	4	83	
Percentage	3.6	91.6	4.8	100	

According to Table 2, the results have indicated that most of the respondents started their business by investing from family sources (36 percent), they have taken training of 6 months duration (61.4 percent), have their own shops (62.7 percent); use both Ayurvedic and chemical beauty products (59 percent) and own a single shop (80.7 percent). Again, the majority of the respondents report that, on an average, 2-5 customers usually visit every day (51.8 percent); they enjoy moderate goodwill in the market (51.8 percent); all types of customers generally visit their shops (74.69 percent) and they are mostly from middle class families (96.38 percent).

**Table 2: Business related Factors of the Sample Respondents**

Sources of Funds						
	Own	Family	Loan from relatives & friends	Bank loan	Total	
No. of Respondents	4	30	27	22	83	
Percentage	4	36	32	28	100	
Training taken by the Respondents						
	Less than 3 months	For 6 months	For 1 year	Total		
No. of Respondents	12	51	20	83		
Percentage	14.5	61.4	24.1	100		
Monthly Rent of the shop (INR)						
	Not Applicable	3,000-5,000	5001-10,000	10,001 & more	Total	
No. of Respondents	52	19	12	00	83	
Percentage	62.7	22.9	14.5	00	100	
Security Deposit (INR)						
	Not Applicable	Less than 25,000	25,001-1,00,000	1,00,001-2,00,000	2,00,001 and more	Total
No. of Respondents	52	1	14	12	4	83
Percentage	62.7	1.2	16.9	14.5	4.8	100

(Continued)

Nature of Beauty Products					
	Ayurvedic	Chemical based products	Both Ayurvedic and Chemical products	Home made products	Total
No. of Respondents	9	25	49	00	83
Percentage	10.8	30.1	59	00	100
Number of Shops					
	1	2	3	3 and above	Total
No. of Respondents	67	15	1	00	83
Percentage	80.7	18.1	1.2	00	100
Customers' visit per day					
	1	2-5	6-10	10 and above	Total
No. of Respondents	1	43	35	4	83
Percentage	1.2	51.8	42.2	4.8	100
Goodwill in the market					
	Nominal	Moderate	High	Very High	Total
No. of Respondents	2	43	28	10	83
Percentage	2.4	51.8	33.7	12	100
Type of Customers' Visit					
	Committed	Occasional	Flying	All of the above	Total
No. of Respondents	8	7	00	68	83
Percentage	9.6	8.4	00	81.9	100
Customers' Background					
	Lower middle Class	Middle Class	Upper Middle Class	All of the above	Total
No. of Respondents	2	80	1	00	83
Percentage	2.4	96.38	1.22	00	100

With respect to Knowledge & Experience Factor, mean values are: Average Mean=3.97, S. D. =.90. Mean score for items range from 4.21 to 3.66.

## Descriptive Statistics & Factor Loadings and Communalities

Factor 1 – Knowledge & Experience. Factor 1 is assigned the name of 'Knowledge & Experience' which explains 30.33 percent of the variables and includes three items with statistically significant factor loadings ranging from .721 to .475 and Cronbach's alpha .808

**Table 3: Descriptive Statistics & Factor Loadings, Communalities of Knowledge & Experience Factor**

Items	Mean	S. D.	Factor Loadings	Communalities
Knowledge and prior exposure in this field.	4.21	.91	.721	.687
It is an easy process to start and operate.	4.04	.84	.514	.697
Heavy demand from customers.	3.66	.96	.475	.720
Total (3 items)	3.97	.90	-	-

According to Table 3, the following are the mean values of Knowledge & Experience Factor: Average Mean=3.97, S. D. =.90. Mean score for items are in the range from 4.21 to 3.66.

**Table 4: Descriptive Statistics & Factor Loadings, Communalities of Economy & Profit Factor**

Items	Mean	S. D.	Factor Loadings	Communalities
To become self-employed.	4.29	.88	.803	.703
To earn money.	4.22	.94	.781	.700
High profit margin.	3.78	.96	.612	.626
To improve economic status.	3.82	.92	.578	.554
It requires low investment.	3.69*	.98	.492	.540
Preference for cheap bank loan	3.91	.91	.358	.536
<b>Total (6 items)</b>	<b>3.95</b>	<b>.93</b>	<b>-</b>	<b>-</b>

\*Reversed score items

**Factor 2 - Economy & Profit.** Factor 2 is assigned the name of ‘Economy & Profit’ which explains 21.67 percent of the variables and includes six items with statistically significant factor loadings ranging from .358 to .803 and Cronbach’s alpha .773.

According to Table 4, the following are the mean values of Economy & Profit Factor: Average Mean=3.95, S. D. =.93. Mean score for items are in the range from 4.29 to 3.78, excluding the reversed score item showing that the business requires low investment.

**Factor 3 - Social Support & Desire.** Factor 3 is assigned the name of ‘Social Support& Desire’ which explains 14.32 percent of the variables and includes seven items with statistically significant factor loadings ranging from .572 to .859 and Cronbach’s alpha .856.

**Table 5: Descriptive Statistics & Factor Loadings, Communalities of Social Support & Desire Factor**

Items	Mean	S. D.	Factor Loadings	Communalities
To continue family business.	3.11*	1.05	.856	.757
To acquire the social status.	3.93	.93	.827	.737
Support from friends and relatives.	3.95	.89	.813	.694
Started the business for your own interest.	4.03	.88	.787	.608
To work from own place.	4.12	.92	.660	.574
For getting personal satisfaction.	4.02	.96	.648	.533
Work with full independence.	3.96	.98	.572	.529
<b>Total (7 items)</b>	<b>3.81</b>	<b>.94</b>	<b>-</b>	<b>-</b>

\*Reversed score items

The mean values of Social Support & Desire Factor are: Average Mean=3.81, S. D. =.94. Mean score for items range from 4.29 to 3.78, excluding the reversed score item showing that the respondents have started business to continue their family business.

**Table 6: Descriptive Statistics & Factor Loadings, Communalities of Customer Satisfaction Factor**

Items	Mean	S. D.	Factor Loadings	Communalities
More importance to customers' satisfaction.	4.38	.93	.635	.677
Motivate your staffs to work sincerely	4.12	.96	.622	.557
Application of high quality gadgets	4.07	.97	.589	.666
<b>Total (3 items)</b>	<b>4.18</b>	<b>.95</b>	<b>-</b>	<b>-</b>

**Factor 4 - Customer Satisfaction.** Factor 4 is assigned the name of 'Customer Satisfaction' which explains 8.88 percent of the variables and includes three items with statistically significant factor loadings ranging from .589 to .635 and Cronbach's alpha .705.

Table 6 shows the Customer Satisfaction Factor and the mean values are: Average Mean=4.18, S. D. =.95. Mean score for items are ranged from 4.38 to 4.07. The mean scores for Strategic Decision Factor are: Average Mean=4.07, S. D. =.95. Mean score for items are ranged from 4.24 to 3.94.

**Table 7: Descriptive Statistics & Factor Loadings, Communalities of Strategic Decision Factor**

Items	Mean	S. D.	Factor Loadings	Communalities
Advice to run the business.	3.94	.99	.703	.666
Love to take risks	4.14	.93	.691	.778
Strategies to increase the number of customers	4.02	.95	.665	.658
Choice of location	4.24	.91	.632	.702
The word of mouth (WOM) plays a vital role	4.13	.97	.588	.601
Market survey before starting your business.	3.97	.95	.545	.619
<b>Total (6 items)</b>	<b>4.07</b>	<b>.95</b>		

**Factor 5 - Strategic Decision.** Factor 5 is assigned the name of 'Strategic Decision' which explains 6.65 percent of the variables and includes six items with statistically significant factor loadings ranging from .545 to .703 and Cronbach's alpha .723.

## Factor Analysis

A total of 83 respondents have been asked questions on 39 key items related to their perceptions about the motivating factors for starting the business and their strategy for sustainability. Table 8 shows that the Cronbach's alpha, is at .861.

**Table 8: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.861	.861	28

Cronbach's alpha score is used in to measure the consistency between the different values of a variable as advocated by Hair, Black, Anderson and Tatham (2005).

According to the Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy (MSA) is computed as .778, exceeding the recommended value of 0.6, for factor analysis (Kaiser & Rice, 1974). The overall significance of correlation metrics is tested with Bartlett Test of Sphericity (approx. Chi square =1432.764 and significance at .000) and provides support for validity of the collected data since it is less than .05 (Kline, 1994).

**Table 9: Sample Adequacy Statistics**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	1432.764
	d. f.	215
	Sig.	.000

The Eigen value or latent root is the sum of squared values of factor loadings relating to a factor (Krishna swami & Ranganatham, 2007) which is used to ascertain the number of factors to be deduced. Since Eigen values of 1 or greater than 1 are considered to be significant (Ho, 2006), all other factors are neglected. Single item factors are also excluded from the analysis from the standpoint of parsimony (Lawson-Body, Willoughby & Logossah, 2010).

**Table 10: Factors extracted through PCA**

Components	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.346	30.33	30.33	6.219	28.64	28.64	4.356	26.32	26.32
2	5.228	21.67	52.00	5.122	20.17	48.51	3.098	19.83	46.15
3	3.765	14.32	66.32	3.124	12.06	60.87	2.330	11.63	57.78
4	2.775	8.88	75.20	2.230	6.31	67.18	1.774	7.22	65.00
5	1.221	6.65	81.85	1.016	5.22	72.40	1.089	6.69	71.69

*Extraction Method: Principal Component Analysis.*

*Factors: Knowledge & Experience, Economy & Profit, Social Support & Desire, Customer Satisfaction, Strategic Decision*

From Table 10, the Eigen values have been computed by using PCA method. Five factors having Eigen values exceeding 1, which explain nearly 72.4 percent about the total variables, are considered for the study. An Eigen value of 1.00 is the most commonly used criterion for deciding among the factors (Bryant & Yarnold, 1995). Varimax rotation, which tries to maximize the variance of each of the factors amongst the extracted factors, is used in this study.

**Inferential Statistics**

Inferential Statistics implies the numerical techniques used for drawing inferences about the study population based on the randomly drawn samples.

**Cross Tabulations**

To know the relationships between demographics and SE level of sample WEs cross tabulations and Chi-square tests are carried out. The findings obtained include the following:

**Table 11: Cross Tabulation between Age and SE level**

		Age (years)				Total
		18-25	26-35	36-45	46-60	
SE Level	High	3	4	1	00	8
	Average	8	17	3	00	28
	Low	16	19	12	00	47
Total		27	40	16	00	83

**Table 12: Chi-Square Test between Age and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	26.874	6	.000
Likelihood Ratio	34.845	6	.000
Liner by Liner Association	.189	1	.238
No. of Valid Cases	8		

Tables 11 and 12 shows that the age of the respondents and their SE level is related in a way that middle aged respondents have higher SE levels. The Pearson Chi-Square value and the Likelihood Ratio are computed as 26.874 and 34.845 respectively. Further, the significance value is .000 ( $p < .05$ ), which indicates that there is a significant association between the age of the respondents and their SE levels.

**Table 13: Cross Tabulation between level of education and SE level**

		Level of Education				Total
		Madhyamik	H. S. (+2 stage)	Graduation	Post-Graduation	
SE Level	High	7	16	24	5	52
	Average	3	9	9	3	24
	Low	2	3	2	0	7
Total		12	28	35	8	83

**Table 14: Chi-Square Test between Level of Education and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	33.451	8	.000
Likelihood Ratio	46.765	8	.000
Liner by Liner Association	2.182	1	.188
No. of Valid Cases	83		

The respondents' *level of education* and their SE level are related in a way that higher the level of education, higher the SE level (Tables 13 and 14). It can be due to this fact that with higher education WEs to become self-employed increases. The Pearson Chi-Square value and the Likelihood Ratio are computed as 33.451 and 46.765 respectively. The significance value is .000 ( $p < .05$ ), which indicates that there is a significant association between the level of education of respondents and their SE levels.

**Table: 15: Cross Tabulation between Family Structure and SE level**

		Family Structure			Total
		Lower Class	Middle Class	Upper Class	
SE Level	High	2	61	3	66
	Average	1	8	1	10
	Low	0	7	0	7
Total		3	76	4	83

**Table 16: Chi-Square Test between Family Structure and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	28.841	12	.000
Likelihood Ratio	33.527	12	.000
Liner by Liner Association	1.893	1	.268
No. of Valid Cases	83		

The respondents’ family structure and their SE level are related in a way that SE level was higher for respondents from middle class family background, with a good family support. The Pearson Chi-Square value is calculated as 28.841 and the Likelihood Ratio as 33.527. Further, the significance value is .000 ( $p < .05$ ), which indicates that there exists a significant association between family structure and SE levels of the respondents (Tables 15 and 16).

**Table 17 : Cross Tabulation between Marital Status and SE level**

		Marital Status			Total
		Single	Married	Divorcee	
SE Level	High	43	15	3	61
	Average	6	9	1	16
	Low	3	3	0	6
Total		52	27	4	83

**Table 18: Chi-Square Test between Marital Status and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	32.158	12	.000
Likelihood Ratio	41.328	12	.000
Liner by Liner Association	1.764	1	.187
No. of Valid Cases	83		

Tables 17 and 18 shows that the respondents’ marital status and their SE level are related in a way that single respondents have higher SE levels. The Pearson Chi-Square value is calculated as 32.158 and that of Likelihood Ratio is 41.328. Further, the significance value is .000 ( $p < .05$ ), indicates a significant association between the marital status and the SE level of the respondents.

**Table 19: Cross Tabulation between Income Level and SE level**

		Income Level				Total
		INR 5,000-10,000	INR 10,001-15,000	INR 15,001-20,000	20,001 and above	
SE Level	High	17	27	7	7	57
	Average	5	6	3	4	18
	Low	3	2	2	1	8
Total		25	35	12	11	83

**Table 20: Chi-Square Test between Income Level and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	39.105	12	.000
Likelihood Ratio	45.624	12	.000
Liner by Liner Association	1.676	1	.251
No. of Valid Cases	83		

Tables 19 and 20 show that the respondents' income level and their SE level are related in a way that lower income levels, promote higher SE levels. The Pearson Chi-Square result is 39.105 and the Likelihood Ratio is computed as 45.624. Further, the significance value is .000 ( $p < .05$ ), indicates a significant association between income level and the SE level of the respondents.

**Table 21: Cross Tabulation between training in beauty parlor and SE level**

		Training in beauty parlor				Total
		No	Yes, Less than 3 months	Yes, for 6 months Yes, for 6 months	Yes, for 1 year	
SE Level	High	0	7	39	15	61
	Average	0	3	8	3	14
	Low	0	2	4	2	8
Total		0	12	51	20	83

**Table 22: Chi-Square Test between training in beauty parlor and SE level**

	Value	d. f.	Asymp. Sig. (2-tailed)
Pearson Chi-Square	26.808	12	.000
Likelihood Ratio	45.325	12	.000
Liner by Liner Association	1.767	1	.233
No. of Valid Cases	83		

Tables 21 and 22 shows that *more the intensity of the training levels, higher the possibility of respondents' SE levels*. The Pearson Chi-Square value is 26.808 and the Likelihood Ratio stands as 45.325. Further, the significance value is .000 ( $p < .05$ ), indicates a significant association between training and the SE levels of the respondents. From the above analysis, it is found that the study rejects the null hypothesis H01 and there is a significant relation between demographics of WEs and the SE levels.

## Pearson Correlation Analysis

**Table 23: Correlations of Business Expertise with self-employment level**

Business Expertise	r
Knowledge & Experience	.16*

\* $p < .05$

On the basis of correlation analysis (Table 23) between Business Expertise of the respondents and their SE level, a significant relationship ( $r = .16, p < .05$ ) has been found and therefore, hypothesis H03 stands rejected. In other words, business expertise influences respondents to become SE through beauty parlor business.

## Regression Analysis

To predict how well the push and pull factors of motivation affect the WEs' SE level, the study run simple and multiple regression methods.

**Table 24: Model Summary**

Model	R	R2	Adjusted R2	Standard error of estimate	Change Statistics				
					Change R <sup>2</sup>	F Change	df1	df2	Sig. F Change
1	.622a	.606	.585	62.53	.439	172.33	1	81	.000
2	.817b	.912	.903	51.86	.448	111.68	2	80	.000

a. Predictor: (constant), push factors b. Predictor: (constant), push factors, pull factors

From Table 24, Model 1 is the first stage in the hierarchy where only push factors are used as predictors. Model 2 is uses both the predictors. The R2 value of .606 in Model 1 indicates that push factors account for 60.6 percent in the outcome variation. With the inclusion of other predictor (Model 2), this value has increased to 91.8 percent. So, if push factors account for only 60.6 percent, it is concluded that pull factors account for an additional 31.2 (91.8 – 60.6) percent. The adjusted R2 provides an idea of how well the model generalizes and its value is very close to R2 which reveals that the model has deduced from the study population instead of samples. In the change statistics, the significance of R2 has tested using F-ratio for each of the blocks. Model 1 has caused R2 changes from 0 to .606, which increases the F-ratio to 172.33, significantly with a probability less than .001 (with one predictor (k) and sample size=83).

The inclusion of new predictors (Model 2) has resulted R2 to rise by .306. Using R2change,  $k \text{ change} = 2 - 1 = 1$ , the F change is calculated as 111.68 which is again significant (p001). This increase indicates the difference caused by adding new predictor in Model 2.

**Table 25 : ANOVAC Results**

Model	Sum of Squares (SS)	d. f.	Mean Square [SS/d. f.]	F	Sig.
Regression	394587.24	1	394587.24	97.857	.000*
Model 1 Residual	824568.25	81	10179.85		
Total	1219155.49	82			
Regression	824892.45	2	412446.22	116.158	.000*
Model 2 Residual	456580.22	80	5707.25		
Total	1281472.67	82			

c. Decision to become self-employed



Table 25 shows that for Model 1, the F-ratio is 97.857 and significant at 1% level. , In Model 2, the value of F has risen to 116.158, and is significant at 1% level. In other words, therefore, the null hypothesis H02 stands rejected and it is found that push and pull factors influence the WEs to become self-employed through beauty parlor business.

**Table 26: Model Summary<sup>a</sup>**

Model	R	R2	Adjusted R2	Standard error of estimate
1	.593a	.484	.477	63.72

a. Predictors: (Constant), Strategy for Sustainability

Table 26, shows the value of R2 is as .484, which indicates that strategy for sustainability explains 48.4 percent of the variation in WEs' SE.

**Table 27: ANOVA<sup>b</sup> Results**

Model	Sum of Squares (SS)	d. f.	Mean Square (MS) [SS/d. f.]	F	Sig.
Regression	326172.347	1	326172.347	98.308	.000*
Residual	807531.453	81	9969.524		
Total	1133703.800	82	13659.08		

b. Outcome variable: WEs' Self Employment

Table 27 that the F-ratio is at 98.308, and is significant at 1% level regression model overall predicts the choice of WEs' SE decision significantly well and likely it get support to reject H04. Therefore, the null hypothesis H04 is rejected. Hence, sustainability strategies influence WEs to become SE.

## Discussion

Factor analysis has identified five underlying constructs which explain the different motivating factors of WEs who are in beauty parlor business and strategies for their sustainability in the competitive environment. High values for the factor loadings and the communalities indicate that the items extracted are statistically significant. PCA also facilitated data reduction for the study. Table 28 presents the summary of the Factor analysis and Descriptive Statistics.

**Table 28: Summary Results of Factor Analysis & Descriptive Statistics**

S. No.	Factors	No. of items	Cronbach's Alpha	Mean	S. D.
1	Business Expertise	3	.808	4.27	.90
2	Economy & Profit	6	.773	4.15	.93
3	Social Support & Desire	7	.756	4.31	.94
4	Customers' Satisfaction	3	.705	4.11	.88
5	Strategic Decision	6	.723	4.07	.95

The four null hypotheses of the study are tested for deriving inferences about the study population. The outcome of cross tabulation shows evidence that the respondents' selective demographics have an influence on their intentions to be self-employed. The study also found that push and pull factors, business expertise and sustainable strategies significantly influence WEs to become self-employed.

## Conclusion

The objectives of the study are to identify the motivating factors of WEs of Agartala to become self-employed through beauty parlor business and to assess their strategies for sustainability in a competitive environment. Four research hypotheses and the questions of the interview-schedule are framed after a detailed review of relevant prior studies. Cross-sectional research design was adopted in the study. Through survey, data from 83 respondents was collected and subsequently has been processed using SPSS-20. The questions of the schedule were tested for their validity by protocol interview followed by a pre-test before its wider execution. The reliability test (Cronbach's Alpha) and sample adequacy test (KMO and Bartlett's Test of Sphericity) was also carried out. The data dimension test (Factor analysis) extracted five factors, viz., *Knowledge & Experience, Economy & Profit, Social Support & Desire, Customers' Satisfaction and Strategic Decision*. The study found that demographics push and pull factors, business expertise and sustainable strategies significantly influence women entrepreneurs to become self-employed.

## Limitations of the Study

The academic audience of this research report should consider the few *limitations* before its wider generalization. *Firstly*, survey respondents may not be the representative of the entire WEs engaged in beauty parlor business. *Secondly*, the data collection tool interview-schedule has been self-developed in its design and contents, rather than being adapted or adopted from any other established research work. *Thirdly*, in the line of the objectives, motivating factors for starting business and strategies for sustainability have only been taken as the outcome variable and other variables were excluded from the scope of the study. *Fourthly*, the sample size is low due to parsimony and time constraint. *Fifthly*, the statistical techniques applied for data analysis have their inherent limitations, which may reduce the statistical power while drawing inferences. *Finally*, the accuracy of the results may not be unbiased, as statistical tests based on the responses were used which are not perfect entirely.

The motivational forces as pointed out by the study may also attract the potential WEs in beauty parlor business. The results document that young and middle aged, single women may choose beauty parlor business for their livelihood. Again, educated women who have lower monthly income and some sort of training and with continued family support may also choose it as their profession. The push factors (poor financial conditions, economic recession, job redundancy, glass ceiling) motivate women to be self-employed. Further, the outcomes indicate the strategies WEs usually adopt to sustain in a competitive market. These strategies may also be replicated by other WEs in their personal care or other form of businesses, to the maximum possible extent.

## Scope for Further Research

Researches in future may be done by collecting samples from all the districts of Tripura to validate the differences between the customers' expectations and perceptions about women beauty parlors. Further, comparative studies may also be carried out between men, women and unisex beauty parlors across cities, districts and states. Research may address the impact of religious affiliation, influence of referral groups, caste tradition, impact of entrepreneurship development programs (EDPs) on WEs' SE decision with beauty parlor business. Moreover, comparative studies in multiple dimensions across the cities and states may also be attempted between WEs in beauty parlor business and those who are in other businesses. Research agenda

may cover the marketing and finance problems, the challenges and scope for the framing of innovative sustainable business models in cut-throat competitive market.

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## Appendix-1

### Schedule

Note: The schedule has four sections, namely A, B, C and D. For each section the response style is mentioned at the beginning. You are requested to follow the response style and mark your response category accordingly.

#### Section – A

#### General Profile of the Respondent

**(Please put tick mark in the applicable box)**

The purpose of Section A is to collect general information of the respondents.

1. Name of the Respondent :
2. Date of Birth (DD/MM/YYYY) :
3. Contact No. :
4. E-Mail ID (If any) :
5. Marital Status : Single Married Divorcee
6. Age Group : 18 – 25 years  
26 – 35 years  
36 – 45 years  
46 – 65 years
7. Educational Qualification : Under Matriculation  
Higher Secondary  
Graduate  
Post-Graduate
8. Caste : General SC ST OBC
9. Type of family : lower class  
Middle class

- 10. Hours you spent/day in the shop : Upper class  
up to 2 hours  
2-4 hours  
4-8 hours  
More than 8 hors
- 11. Sources of Funds : Own  
Family  
Loan from friend and relatives  
Loan from any other government sponsor scheme  
Bank loan/FI/any institution
- 12. Experience : Less than 1 year  
1 to 3 years  
3 to 5 years  
5 years and more
- 13. Did you gone through any Beauty Parlor training? : No  
Yes, Less than 3 months  
Yes, for 6 months  
Yes, for 1 year

**Section B**

**Motivating Factors for Starting Beauty Parlor Business**

Please read each of the statements carefully and indicate your level of agreement or disagreement that you think is the best describing your perception about the motivating factors to start Beauty Parlor Business. Indicate your response in 5-point Likert Scale stated below and fill the box accordingly:

**1. SD= Strongly Disagree, 2. D= Disagree, 3. N= Neutral, 4. A= Agree, 5. SA= Strongly Agree**

Statements	Score
1. You have started the business for your own interest.	
2. You have started the business as a desire to be self-employed.	
3. You have started the business to improve your economic status by earning profit.	
4. You have decided to continue the family business.	
5. You have been motivated to work from own place.	
6. You have been motivated to start the business to earn money.	
7. You have been motivated to start the business for getting personal satisfaction.	
8. You have started the business to acquire the social status.	
9. The support from friends and relatives motivated you to start the business.	
10. You have started the business as it requires low amount of investment.	
11. The knowledge and prior exposure in this field motivated you to start the business.	
12. Heavy demand from potential customers motivated you to start the business.	

*Continued...*

13. Work with full independence is the other motivating factor to start the business.	
14. High profit margin motivated you to start the business.	
15. To start and operate the business is an easy process which motivated you to start the business.	

### Section C

#### Perception regarding the experience to run a Beauty Parlor business

Please opinion about perception regarding the experience to run a beauty parlor business. Indicate your response by putting tick mark in the read each of the questions/statements carefully and indicate your level of agreement or disagreement that you think is the best describing your appropriate box.

1. If you have taken the shop on rent, how much monthly rent you pay?
  - Not Applicable
  - INR 3,000-5,000
  - INR 6,000-10,000
  - INR 10,000 and more
2. Did you pay any security deposit to the landlord for rented shop? If yes, how much you paid?
  - Not Applicable
  - INR less than 25,000
  - INR 25,001-1, 00,000
  - INR 1, 00,001-2, 00,000
  - INR 2, 00,001 and more
3. What kind of products you normally use to attract customers ?
  - Ayurvedik
  - Chemical based product
  - Both Ayurvedik and Chemical
  - Home made products
4. How many parlor shops you have till now?
  - 1
  - 2
  - 3
  - 3 and above
5. On an average how many customers per day visit your shop?
  - 1
  - 1-5
  - 6-10
  - 10 and above
6. Do you think that your shop has goodwill in the market? If yes, how would you rank?
  - Not that much
  - Yes, moderate
  - Yes, high
  - Yes, very high
7. What type of customers visit your shop?
  - Committed
  - Occasional

- 8. How much per month you earn from this business?
  - Flying
  - All of the above
  - INR 5,000-10,000
  - INR 10,001-15,000
  - INR 15,001-20,000
  - INR 20,001 and above
- 9. Normally how much expenses you incur (other than rent, if any) to run the business?
  - INR 5,000-10,000
  - INR 11,000-15,000
  - INR 16,000-20,000
  - INR 20,000 & Above
- 10. The customers who visit your shop belong from the income group of:
  - Lower middle class
  - Middle class
  - Upper middle class
  - All of the above

**Section D**

**Strategies to manage the business efficiently**

Please read each of the statements carefully and indicate your level of agreement or disagreement that you think is the best describing your opinion about the strategies to manage the business efficiently. Indicate your response in 5-point Likert Scale stated below and fill the box accordingly:

**1. SD=Strongly Disagree, 2. D=Disagree, 3. N=Neutral, 4. A=Agree, 5. SA=Strongly Agree**

Statements	Score
1. You usually take advice to run your business.	
2. You give more importance to the factors that affect your customers' satisfaction level.	
3. You love to take risks in the competitive market.	
4. You try to motivate your staffs to work sincerely so that customers' satisfaction level could increase.	
5. You adopt many strategies to increase the number of customers.	
6. You have chosen this place for the shop as there is density of population.	
7. You preferred bank loan for your business as the rate of interest in banks is lower than the other sources of funds.	
8. You prefer to use high quality gadgets increases the customer satisfaction level.	
9. The word of mouth (WOM) plays a vital role to increase the number of customers.	
10. You adopt a number of strategies like Sl. 1-9 and many more to sustain in the competitive market.	

## Appendix 2

### Choice of Test

The objectives for using different inferential statistics to test the hypotheses are summarized below:

**Table 1: Choice of Tests for Analysis**

Test	Measurement	Variables				Purpose	Null Hypotheses
		Predictors	No.	Outcome	No.		
Cross Tabulation	Nominal (Categorical)	Demographics	6	SE of WE	1	To know the relationships among two or more of the variables.	H01
Forced Entry Regression	Interval	Push & Pull Factor	2	SE of WE	1	To predict the impact of two predictors on one outcome.	H02
Pearson's Correlation	Interval	Business Expertise	1	SE of WE	1	To measure relationships between two variables- predictor and an outcome.	H03
Simple Regression	Interval	Strategy for Simple Regression	1	SE of WE	1	To predict the impact of a predictor on one outcome.	H04

**Table 2: Rationale for Statistical Test**

Test	Type	Rationale
Cross Tabulation	Joint Probability Distribution	Random Sample, Independent Observations, Mutually exclusive row and column variable categories that include all observations, Large expected frequencies.
Pearson's Correlation	Parametric	Interval Data, linearly related, Sample size (n)>30, Sampling distribution is bivariate and normally distributed.
Forced Entry Regression	Parametric	Interval Data, linearly related, Sample size (n)>30, Sampling distribution is multivariate normally distributed.
Simple Regression	Parametric	Interval Data, linearly related, Sample size (n)>30, Sampling distribution is bivariate and normally distributed.

#### *Authors' Profile*

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