Mediating Effect of Entrepreneurial Career Resilience between Entrepreneurial Career Commitment and Entrepreneurial Career Success

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Abstract: It has been argued that career success is the most frequently researched outcome in organizational behavior. However, as most researches relate it to organizational or employee level, career success of the self-employed is often neglected in the literature. The purpose of this paper was to gain a deeper understanding of career success of entrepreneurs and how it was influenced by their career commitment and resilience. It therefore addressed the research question, "does entrepreneurial career commitment (ECC) predicts entrepreneurial career success (ECS) through entrepreneurial career resilience (ECR)?", The study is cross-sectional and data were collected from small and medium enterprises (SMEs) owners/managers in Nigeria. The study distributed 576 questionnaires to the respondents but 390 (68%) were retrieved and therefore used for analysis. The respondents were selected using two-stage cluster sampling method. To assess the measurement as well as the structural model, the data were analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM) statistical software (Smart-PLS version 3.2.4). The findings suggest that ECC influenced the two facets of ECS, i.e. career satisfaction (CS) and perceived career achievement (PCA), but it did not influence the perceived financial attainment (PFA). In addition, there was also substantive support for the effect of ECC on ECR as well as ECC on ECS. More so, ECR has significantly intervened in the relationships. The findings also emphasized the importance of the ECC, ECS and ECR for entrepreneurs. The paper provided a novel understanding on topics (career success, career commitment and career resilience) that are of increasingly critical importance to the present-day entrepreneurs.

Keywords: Entrepreneurial, career, success, commitment resilience

INTRODUCTION

Outcomes of entrepreneurial undertakings have been extensively deliberated in the entrepreneurship literature as they influenced global economy, (e.g. Lau, Shaffer, & Au, 2007; Altenburg & Eckhardt 2006;

Wiklund & Shephered, 2005). But, despite many investigations on the characteristics of entrepreneurial organizations and individuals and their regular relationships with varied entrepreneurial outcomes, one of the area that received less attention is entrepreneurial success (Ramana, Aryasri, & Nagayya, 2008). Additionally, works on success emphasize more on the success of the organization rather than the individual owners of these organizations (Walker & Brown 2004; Shane, Locke & Collins. 2003). Further, majority of the literature on career success of an entrepreneur concentrate more on the objective part (König, Langhauser, Cesinger, & Leicht, 2012) hence neglecting their idiosyncratic evaluation of their success (Dej, Shemla & Wegge, 2013) such as their intrinsic satisfaction or achievement (Halabí & Lussier, 2014; Reijonen & Komppula 2007). According to Goal Content Theory (Deci & Ryan, 1985), attaining intrinsic goals are more imperative to an individual as they increase satisfaction, wellbeing and performance then the extrinsic ones such as physical appeal, financial success, social recognition or power which are adversely related to personal outcomes (Otero-López, & Villardefrancos, 2015; Ku & Zaroff, 2014).

Nevertheless, researchers have been deeply concerned about assessing the predictors of individual, group and organizational success (Payne, Moore, Griffis, & Autry, 2011). In this regard, some of the elements that acknowledged serious attention are commitment (Chiang, Shih, & Hsu, 2014) and resilience (e.g. Bhamra, 2015; Abramson *et al.*, 2014). The former on one hand, according to literature, is a good success measure, which "has drawn the attention of both academic researchers and practitioners". So many literatures have been devoted and inferences drawn on its impact and significance (Wang 2004, p. 649). It is considered as a critical part in the entrepreneurial process that can rout entrepreneurs to success (Chiang *et al.*, 2014). However, its applicability and its theories in the entrepreneurial arena has been understudied (Fayolle & Liñán 2014; Tasnim, Yahya, Mohd Nor, Said, & Zainuddin, 2013). The latter on the other hand, studies argued that successful entrepreneurs set their target and are resolute to accomplish it despite the environmental uncertainties and vagueness. Entrepreneur that demonstrate excessive level of risk tolerance for threat and quick readiness to change, may be prepared to achieve success (Ayala & Manzano, 2014). Entrepreneurs that are resilient are keen and ever ready to work toward achieving their target and it has been documented that prosperous entrepreneurs are artefact of resilience (Hayward, Foster, Sarasvathy & Fredrickson, 2010; Markman & Baron, 2003. However, this construct has received a negligible attention in the entrepreneurial discus (Avey, Reichard, Luthans & Mhatre, 2011; Envick, 2004) particularly in developing economies (Abiola & Udofia, 2011). Therefore, the focus of this paper is on the individual level entrepreneurial success which is the appraisal of their career experience (Judge, Higgins, Thoresen, & Barrick 1999).

The paper is organized as follows. First part focuses on a review of literature on entrepreneurial career success, resilience and commitment as an introduction to considering how they support or facilitate the emergence of the latter. This concludes with a proposed model (Figure 1) depicting some links between commitment and three facets of career success as well as the role of resilience. Second part elucidates the methodological approach adopted. The third part presents the analysis, result/findings and discussions. And finally the paper outlines the conclusions and suggestions for future study.

LITERATURE REVIEW

Entrepreneurial Career Success

Career success is one of the fundamental constructs that has been suggested as crucially inducing the way people perceived and react to their career development, (Pan & Zhou, 2015). It is among the most important

national, organizational as well as individuals' target (Seema, & Sujatha, 2015; Russo, Guo & Baruch, 2014). Thus, it draws attention from researchers, practitioners and policy makers (e.g. Haines, Hamouche, & Saba, 2014; Zacher, 2014). The concept has several but interrelated definitions. It is generally defined as the total positive and desirable outcome individuals achieved through their career experience (Cao, Hirschi, & Deller, 2012; Arthur, Khapova, & Wilderom, 2005).

Career success is not only about firm or its employees, it is also about the owners as their goal attainment (success) can eventually suggests the success of their firm (e.g. Lau *et al.* 2007). However, entrepreneurs' career success from occupational perspective contrasts that of firm employees. For example, salary, promotion and level in the organizational hierarchy is frequently being used to denote career success of organizational employees, but these are insufficient to denote the success of the entrepreneurs who are the owner/managers of their firm (Lau *et al.*, 2007). Therefore, many researchers delve in pursuit of what constitute the career success of an entrepreneur (Ganzach, & Pazy, 2015; Liu, Yang, Yang, & Liu, 2015; Hirschi, & Jaensch, 2015; Spurk, Kauffeld, Barthauer, & Heinemann, 2015; Ng, & Feldman, 2014). One conspicuous work that explicitly delineates this is Lau *et al.*, (2007) who explicitly categorized ECS from two view point, i.e. objective and subjective. The former being the extrinsic (outward) such as reputation and recognition. The latter is the intrinsic (outward) such as satisfaction. Based on this and in line with the Goal Content Theory (GCT) we intend to explore some determinants of the subjective career success of entrepreneurs define as "less tangible, personal judgments of one's career based on criteria deemed important to the individual" (McDonald & Hite, 2008, p. 89)

Objective career success (OCS) has been gradually becoming more problematic to achieve and assess, especially by entrepreneurs that have incomplete records of their business transactions (Lau *et al.* 2007). hence, entrepreneurs shifted their standard for appraising their career success on the bases of subjectively desired standards (Dries *et al.*, 2008). Consequently, scholars put more interest on the subjective aspect of career success (Park, 2010; Heslin, 2005). There are three motives behind appraising career success subjectively. First, success could only be appraised by the entrepreneurs themselves, and therefore, evaluating their success by third party could be insufficient and/or incorrect (Wang, 2013). Second, there is no accurate criterion for evaluating entrepreneurs' career success in the contemporary business environment. Third, evaluating career success subjectively may detect some striking career outcomes that are not readily available from entrepreneurs' business records (Hall, 2002; Gattiker & Larwood, 1988). Therefore, to achieve parsimony and simplicity, this paper used Lau *et al.*, (2007) three dimensions of entrepreneurial career success (career satisfaction, perceived career achievement and perceived financial attainment) to measure the entrepreneurial career success of entrepreneurs in Nigeria.

Career satisfaction means different things to different people (Millán, Hessels, Thurik, & Aguado, 2013). To entrepreneurs and organizational employees, it reflects their own satisfaction with different facets of career advancement and success (Parasuraman, Purohit, Godshalk, & Beutell, 1996). It connotes an idiosyncratic interpretation of career success (Tu *et al.*, 2006; Ng *et al.*, 2005). It means the extent to which individuals love their career (Priyono, 2017; Millán *et al.*, 2013). An entrepreneur is said to be satisfied if prefers to remain in self-employment and oppose to going back to previous paid employment even though the latter became the better option (Kautonen & Palmroos, 2010).

Perceived career achievement is the individuals' "indirect perception of their real achievement" (Bonesrønning, 2004, p.152). It is the "positive outcomes at work based on personal appraisals in terms of

career attainment". (Lau *et al.*, 2007, p. 129). PCA has been recognised as a core dimension of career success. According Judge *et al.*, (1999, p. 621), career success is "the real or perceived achievements individuals have accumulated as a result of their work experiences

Perceived financial attainment. The need to attain personal wealth has been considered as one of the principal ambitions for entrepreneurs, (Amit, MacCrimmon, Zietsma, & Oesch, 2001) and a lot of people suggest that happiness and success is a function of acquiring monetary wealth (Kasser, Ryan, 1993). Therefore, financial attainment has been an essential component of success. Hence, Hogan *et al.* (2013) define career success "in terms of occupational prestige and financial attainment.". But, financial attainment does not only concern with money, but also personal qualities, (O'Neill, Xiao, Bristow, Brennan, & Kerbel, 2000) and therefore, according to Lau *et al.* (2007, p. 129), Perceived financial attainment is the "positive outcomes at work based on personal appraisal in terms of financial attainment". An individual is said to have achieved success if earns more compared to his colleagues, friends or peers (Lau *et al.*, 2007).

Entrepreneurial Career Commitment

Career commitment is the individuals' identification with and involvement in their occupation (Mueller, Wallace, & Price 1992). It is "volitional psychological bond reflecting dedication to and responsibility for a particular target" (Klein, Molloy, & Brinsfield, 2014, p.137,). It is the person's motivation to work in preferred vocation. It is argued that, "People who are committed to their careers should experience more ECS (e.g. have more positive feelings for the career) than those who are less committed" (Poon, 2004, p.375). In addition, career commitment is among the profiles for successful individuals (Yim, 2017; Mohd Rasdi, Ismail, & Garavan, 2011) and therefore, committed individuals are ever willing to make considerable investments in their careers by putting more energy, securing innovative skills and knowledge and consequently experience intrinsic career success (Hochwarter, Kiewitz, Gundlach, & Stoner, 2004; Poon, 2004). Therefore, we proposed that:

> H1: *There is significance positive relationship between ECC and CS*
>
> H2: *There is significance positive relationship between ECC and PCA*
>
> H3: *There is significance positive relationship between ECC and PFA*

Furthermore, in many studies, commitment is also found to be an outcome of resilience and most of these studies recognized significant positive association (e.g. Hasan, 2016; Cho, Lee, & Kim 2014; Gu, 2014; Seo, Kim, & Park 2014; Shahbazfar & Zarei 2014). But, what is conspicuously missing is the reverse relationship between these constructs. Although Cooper, Flint-Taylor, & Pearn, (2013) argued that, individuals with considerable level of commitment are the most resilient, this study discovers a paucity of researches inversely relating these constructs, hence this study explore this scarceness. Some of the very few studies that somehow indirectly relate these constructs are (Yang, & Danes, 2015; Jokðtaitë, & Pociûtë, 2014; Negru-Subtirica, Pop & Crocetti, 2015; McCormick, 2000). This study set to test this relationship and therefore stated:

> H4: *There is significance positive relationship between ECC and ECR*

Entrepreneurial Career Resilience

Defined as "a unique ability to endure and recover fully from the extreme conditions, setbacks, trauma and other adversity." (Paul & Garg, 2014, p. 72), the construct of resilience has garnered serious attention for

over 50 decades (Abramson *et al.*, 2014) and prior studies in different fields have suggested that it is related to so many outcomes. Of specific interest to this study is its relationship with individuals' career success (e.g. Robinson, Schwartz, DiMeglio, Ahluwalia, & Gabrilove, 2016; Markman, Baron, & Balkin, 2005; Day & Allen, 2004 Stoltz, 2000). For instance, Bonanno, Romero & Klein, (2015) argued that resilience is a significant predictor of career success. Also, Richtnér, & Löfsten, (2014) argued that success is a function of an individual's ability to bounce back after major setback. Hayward *et al.*, (2010) argued that the more the resilience in the entrepreneurial environment, the more the entrepreneurial success. In addition, Tait, (2008) advocated that resilience is very important predictor of individuals' success and commitment. He also argued that, a person who demonstrates resilience is able to regulate his or her emotions and interact more effectively in social environments and consequently achieve success. Therefore, if it is confirmed to be essential to the success of ventures owners and their firm, it is reasonable to argue that lacking resilience attributes, entrepreneur in turbulent settings such as Nigeria will never be successful. Therefore, we follow these and many other important studies that have found significant positive relationships to propose that.

H5: *There is significance positive relationship between ECR and CS.*

H6: *There is significance positive relationship between ECR and PCA.*

H7: *There is significance positive relationship between ECR and PFA.*

More so, despite the evidences that demonstrated a strong link between commitment and career success, little is known about the mechanisms underlying these interrelations and hence, the why and how the relationship exist is not known. One possible intermediary of the link between these variables in this paper is ECR. This construct was used in previous studies as mediating variable (e.g. Shi, Wang, Bian, and Wang, 2015; Liu, Wang and Lü, 2013; Cohn, Fredrickson, Brown, Mikels, and Conway, 2009). Therefore, we assumed it could as well mediate in the relationships of the current paper. Therefore, we hypothesis

H8: *ECR mediates the positive relationship between ECC and CS.*

H9: *ECR mediates the positive relationship between ECC and PCA.*

H10: *ECR mediates the positive relationship between ECC and PFA*

RESEARCH METHODOLOGY

This study is cross-sectional and self-administered questionnaire is adopted to get first hand data from owner/managers of SMEs in Nigeria. Based on Tyrer & Heyman (2015) suggested formula {(Required
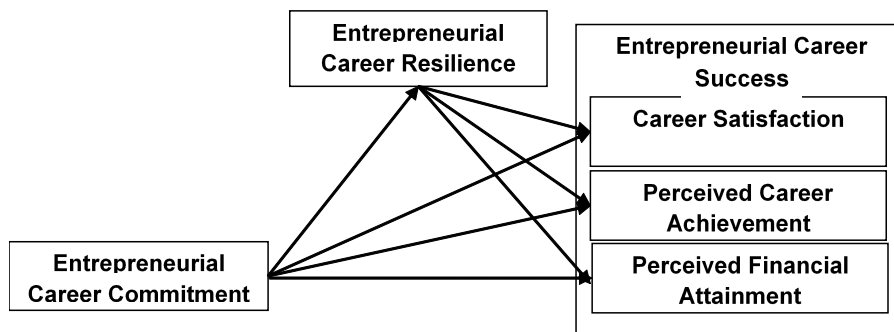

Figure 1: Proposed Conceptual Framework

Sample Size = (Z-score)²*StdDev*(1-StdDev)/(margin of error)²} and Salkind (2012) suggestion on 50% increase to avoid high non response rate, 576 respondents were selected using two-stage cluster sampling technique (see table 1). The list of SMEs and their respective owners were obtained from Small and Medium Enterprises Development Agency of Nigeria – SMEDAN (an organisation assigned with the responsibility of overseeing the SMEs in Nigeria).

Before distribution, questionnaires were pretested to assess the appropriateness of the wordings and layouts. The questionnaires were sent to six experts and based on the pre-test result, necessary modifications were later integrated into the final questionnaire.

Out of 576 questionnaires circulated, 390 were retrieved representing a valid response rate of 68%. Majority of the participants were males (90%) and married (72%). Averagely, the participants were young, i.e. 36 years old, had 10 years of experience in current industry and 10 years in start-up. More so, majority (72%) possesses at least bachelor degree.

Measures

Table 1
Total Sample Size/State

State	Total SMEs (Population)	Total Sample Size	Total Sample Size %
Kaduna	1,638,335	202	35
Kano	1,802,644	223	39
Katsina	1,217,959	151	26
Total	4,658,938	576	100

Although there are various scales to measure the constructs of this study, this paper selected the best scales based on their psychometric properties and their applicability and/or currency. In addition, all items were rated in 5-point Likert scale. First, ECS was measured using three subscales CS, five (5) items adapted from Greenhaus, Parasuraman & Wormley, (1990) e.g. "I am satisfied with the success I have achieved in my career", PCA, five (5) items, e.g. "I have a sense of achievement from my career" and PFA, four (4) items e.g. "I have earned more money than most of my friends" adopted from Lau *et al.*, (2007). Lau *et al.* (2007) tested different factor structures of the scale (three and one) and found the multidimensional (three factors) to be the most fitting, at the same time called for the re-examination of the factor structure of the scale. Therefore, we intend to re-examine their multidimensionality. Second, ECC was measured by Klein *et al.*, Unidimensional Target-free (KUT) scale developed by Klein *et al.*, (2014). Example of the questions are "How committed are you to your career". Third, ECR was measured by Campbell-Sills, & Stein, (2007) uni-dimensional 10 items, Connor & Davidson Resilience Scale (CD-RISC-10). Sample of the item include, "I tend to bounce back after illness or hardship".

DATA ANALYSIS

There are so many analytical/statistical software and tools of data analysis such as SAS, R, SPSS, LISREL, AMOS, PLS-SEM etc. However, considering the constructs and their measurements in this study, PLS-

SEM is used. It is the most widely used tool in social and behavioural science researches in examining quantitative data (Lee, Petter, Fayard, & Robinson, 2011). More so, it exhibits more statistical power then most of the statistical tools available, it is robust and easy to use and suitable for dealing with complicated models (Hair, Hult, Ringle & Sarstedt, 2017).

Result

Common Method Variance (CMV)

We conducted a post-hoc test, Harman's One Factor Test (Podsakoff *et al.*, 2012), which produces eigenvalues that show no individual factor accounted for more than 50% of the variance and the first factor accounted for only 17.7% of 69.2% of the total variances (Fuller, Simmering, Atinc, Atinc, & Babin, 2016; Podsakoff *et al.*, 2012) indicating that CMV may not be a worrying case in this study.

Measurement (outer) Model

According to Henseler, Hubona & Ray, (2016, p.10), "If the specified measurement (or outer) model does not possess minimum required properties of acceptable reliability and validity, then the structural (inner) model estimates become meaningless". We assess outer model by determining individual item and internal consistency reliability, then convergent and discriminant validity (Hair *et al.*, 2014).

Measurement Validity

We assess the convergent validity by examining the loadings, average variance extracted (AVE) as well as composite reliability (CR). As shown in table 3 and figure 2, the loadings were all beyond the standard value of 0.4 (Hair *et al.*, 2013; Hair *et al.*, 2009). The values of CR, CA and rho_A are also greater than 0.7. In addition, AVE values exceed the threshold of 0.5 (Hair *et al.*, 2014).

Table 3
Loadings, CR and AVE

Constructs	Items	Loadings	CA	rho_A	CR	AVE
CS	CSS1	0.752	0.859	0.873	0.898	0.637
	CSS2	0.792				
	CSS3	0.832				
	CSS4	0.857				
	CSS5	0.754				
PCA	PCA1	0.775	0.763	0.774	0.848	0.583
	PCA2	0.784				
	PCA3	0.805				
	PCA4	0.683				
PFA	PFA1	0.931	0.643	0.992	0.785	0.558
	PFA2	0.683				
	PFA3	0.584				

contd. table 3

Constructs	Items	Loadings	CA	rho_A	CR	AVE
ECC	KUT1	0.850	0.869	0.873	0.910	0.718
	KUT2	0.871				
	KUT3	0.875				
	KUT4	0.791				
ECR	CDR2	0.627	0.803	0.810	0.859	0.505
	CDR3	0.662				
	CDR4	0.745				
	CDR5	0.781				
	CDR6	0.696				
	CDR10	0.741				

[a] AVE = (summation of squared factor loadings)/(summation of squared factor loadings) (summation of error variances)[b]CR = (square of the summation of the factor loadings)/[(square of the summation of the factor loadings) + (square of the summation of the error variances)]
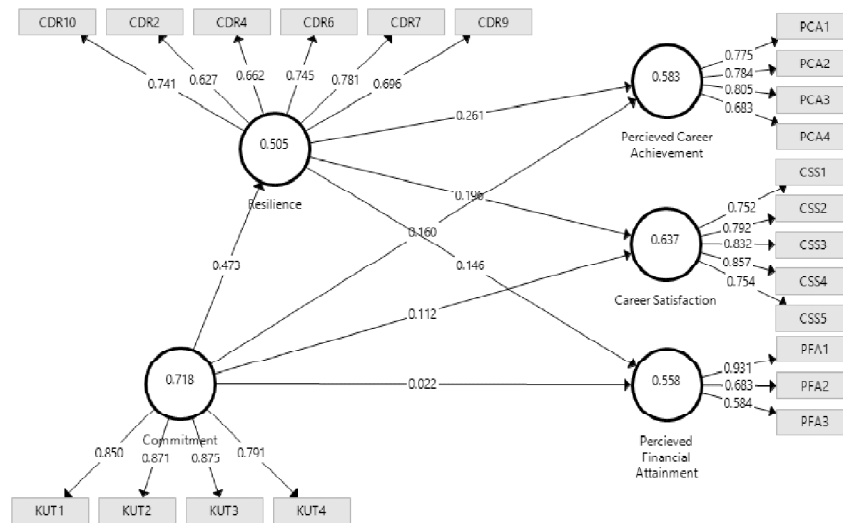

Figure 2: Measurement

We assess the discriminant validity using three criteria, AVE-SV (Fornell & Larcker, 1981), cross loadings and heterotrait-monotrait (HTMT) matrix. Using the AVE-SV technique in table 4. The constructs passed discriminant validity test as the diagonal values, were greater than the horizontal and vertical values.

Table 4
Fornell-Larcker Discriminant Validity Criteria (AVE-SV Comparison)

	1	2	3	4	5
CS	0.798				
ECC	0.205	0.847			
PCA	0.494	0.283	0.763		
PFA	0.403	0.090	0.295	0.747	
ECR	0.249	0.473	0.337	0.156	0.711

Using cross loadings, we assess the item-level discriminant validity. For discriminant validity to be achieved, the loadings of each item must be greater than its cross-loadings (Gefen & Straub 2005). Table 5 shows that each item loadings (bold) are greater than all its cross-loadings and therefore, discriminant validity is achieved.

Table 5
Loadings and Cross Loadings

Constructs	Items	CS	ECC	PCA	PFA	ECR
CS	CSS1	**0.752**	0.110	0.356	0.367	0.126
	CSS2	**0.792**	0.172	0.385	0.321	0.200
	CSS3	**0.832**	0.161	0.443	0.356	0.187
	CSS4	**0.857**	0.189	0.432	0.330	0.240
	CSS5	**0.754**	0.166	0.350	0.261	0.209
ECC	KUT1	0.179	**0.850**	0.240	0.103	0.391
	KUT2	0.208	**0.871**	0.251	0.130	0.390
	KUT3	0.198	**0.875**	0.264	0.044	0.422
	KUT4	0.099	**0.791**	0.201	0.025	0.403
PCA	PCA1	0.381	0.280	**0.775**	0.171	0.309
	PCA2	0.435	0.194	**0.784**	0.300	0.207
	PCA3	0.407	0.234	**0.805**	0.252	0.221
	PCA4	0.287	0.132	**0.683**	0.203	0.271
PFA	PFA1	0.349	0.079	0.295	**0.931**	0.175
	PFA2	0.330	0.046	0.220	**0.683**	0.056
	PFA3	0.254	0.082	0.102	**0.584**	0.058
ECR	CDR2	0.178	0.242	0.152	0.137	**0.627**
	CDR4	0.213	0.327	0.282	0.137	**0.662**
	CDR6	0.140	0.409	0.217	0.076	**0.745**
	CDR7	0.216	0.353	0.241	0.146	**0.781**
	CDR9	0.102	0.301	0.237	0.100	**0.696**
	CDR10	0.199	0.362	0.286	0.076	**0.741**

Finally, we assess (HTMT) based on the two thresholds of 0.85 (Kline 2015) or 0.90 (Teo, Srivastava, & Jiang. 2008). The value less than this threshold indicates discriminant validity. Also, through bootstrapping we assess $HTMT_{inference,}$ where a confidence interval (CI) having the value of <1 shows discriminant validity. In this paper, as shown in table 6, when both thresholds (0.85 or 0.90) is considered, none of the values in the matrix is greater or equal to any of the two benchmarks. The highest value in the matrix is 0.607. Also, the highest upper limit confidence interval value is <1 (0.699). therefore, discriminant validity is achieved.

Table 6
Heterotrait-Monotrait (HTMT) Ratio/Inferences

Constructs	1	2	3	4	5
CS					
ECC	$0.228CI_{85}$ (0.131, 0.334)				
PCA	$0.607CI_{85}$ (0.513, 0.699)	$0.336CI_{85}$ (0.212, 0.459)			
PFA	$0.557CI_{85}$ (0.434, 0.673)	$0.119CI_{85}$ (0.073, 0.250)	$0.394CI_{85}$ (0.275, 0.529)		
ECR	$0.287CI_{85}$ (0.183, 0.406)	$0.561CI_{85}$ (0.456, 0.656)	$0.415CI_{85}$ (0.310, 0.524)	$0.192CI_{85}$ (0.133, 0.325)	

Testing of Direct Effect

Chronologically, we determine the direct effect of ECC on the three dimensions of ECS as depicted in table 7 and figure 3. We found significant positive relationship between ECC and CS (β = 0.112, t=2.094 and p=0.036), between ECC and PCA (β = 0.160, t=2.613 and p=0.009) but not between ECC and PFA (β = 0.022, t=0.296 and p=0.767), as such, H1, H2 were supported and H3 was not supported. We also found significant positive relationship between ECC and ECR (β = 0.473, t=10.918 and p=0.000) therefore, H4 was supported. We also assess the links between ECR and CS, PCA and PFA. We found them significant (β = 0.196, t=3.424, p=0.001), (β = 0.261, t=4.922, p=0.000) and (β = 0.146, t=2.047, p=0.041) respectively, and hence, the H5, H6, H7 were supported. Overall, this study tested seven direct relationships and found six significant while one was not significant.

Table 7
Structural Model Assessment (Direct Effect)

Relationships	β	SE	T Values	P Values	Decision
ECC -> CS	0.112	0.054	2.094**	0.036	Supported
ECC -> PCA	0.160	0.061	2.613**	0.009	Supported
ECC -> PFA	0.022	0.073	0.296	0.767	Not Supported
ECC -> ECR	0.473	0.043	10.918**	0.000	Supported
ECR -> CS	0.196	0.057	3.424**	0.001	Supported
ECR -> PCA	0.261	0.053	4.922**	0.000	Supported
ECR -> PFA	0.146	0.071	2.047**	0.041	Supported

Note: **Significant at 0.01 (1-tailed)

Testing of Direct Effect

In assessing the indirect effect, there are so many existing statistical techniques in use. This paper used two modern approaches to mediation test, i.e. p-value calculator for mediation analysis-P_3 and confidence interval calculator for mediation analysis-CI_{HB} (Falk & Biesanz, 2016). The result was then compared to bootstrapping approach (Hair *et al.*, 2014) to observe if differences exist among these approaches. In the
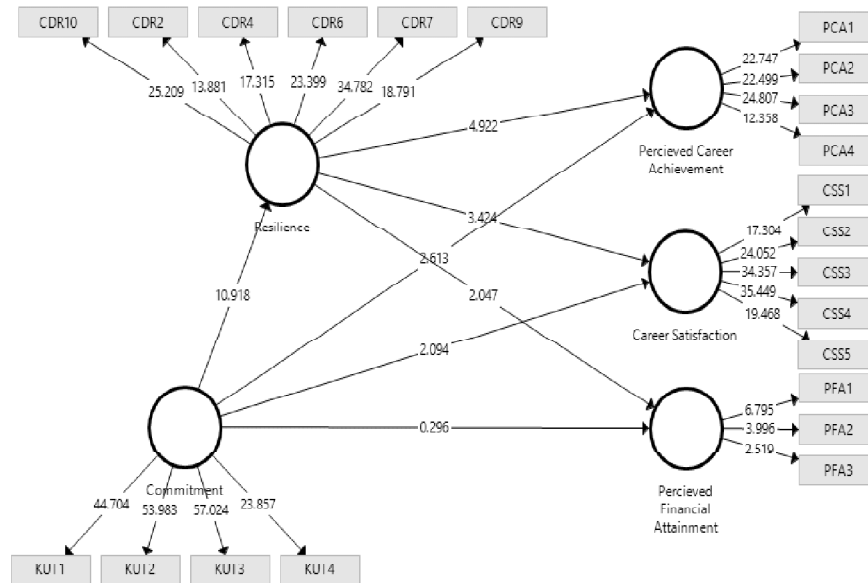
Figure 3: Structural Model Assessment (Direct Effects)

Table 8
Result of Mediation Effect (Hypotheses testing) Using Bootstrapping, P₃ and CI$_{HB}$

Relationships	β	SE	T- Value	P-Values	Confidence Interval		Decision
					Lower Limit	Upper Limit	
[a] ECC ->ECR->CS	0.093	0.096	3.214	0.001**	0.041	0.155	Supported
[a] ECC ->ECR->PCA	0.124	0.127	4.475	0.000**	0.075	0.184	Supported
[a] ECC ->ECR->PFA	0.069	0.075	1.987	0.047*	0.002	0.133	Supported
[b] ECC ->ECR->CS	-	-	-	0.001**	0.036	0.153	Supported
[b] ECC ->ECR->PCA	-	-	-	0.000**	0.069	0.183	Supported
[b] ECC ->ECR->PFA	-	-	-	0.045*	0.001	0.141	Supported

Note: **Significant at 0.01. *Significant at 0.05. (a) Bootstrapping, (b) P₃ and CI$_{HB}$

case of the former, we input the required parameters (in table 7) in these two programs. The latter on the other hand, was calculated using bootstrapping procedure in Smart-PLS. A mediation effect is considered statistically significant when p-value is less than 0.05 or if confidence intervals do not contain zero value. The results in table 8 show the mediating ability of ECR in the relationship between ECC and the three dimensions of ECS and therefore Hypotheses H8, H9 and H10 were accepted.

Overall, the results from these approaches have confirmed that the indirect (mediation) hypotheses were supported in this paper and there were no much differences in terms of the strength of the relationships (p-values, t-values and beta values) among these approaches.

Assessment of Structural Model

To assess the structural model, we examine the explanatory and predictive power. The former is determined using two criteria, coefficient of determination (R^2) and effect size (f^2). The latter is also determined using

two criteria, path coefficient (β) and predictive relevance (Q^2). To obtain the values of R^2, the PLS algorithm was run while t-statistics values were obtained through bootstrapping function (10,000 subsample). The ECC and ECR explained 17.2% of total variance in CS, 23.3% of total variance in PCA and 12.5% of total variance in PFA. While ECC explained 32.4% of total variance in ECR. For the effect size (f^2), as seen in table 9, the ECC contributes 0.288 to R^2 when predicting ECR. But, in prediction CS, ECR contributes more to R^2 (0.032) than the ECC (0.010). In prediction PCA, ECR contributes more to R^2 (0.061) than the ECC (0.023) and when prediction PFA, ECR also contributes more to R^2 (0.017) then the ECC (0.000). Finally, Q^2 was assessed using blindfolding procedure in PLS-SEM. Q^2 value >0 means that the predictor variable possesses the predictive relevance for the criterion variable (Hair *et al.*, 2011; Chin; 2010). The Q^2 values of endogenous variables signify that the research model has good predictive relevance (see table 10).

Table 9
Effect Size (f^2)

Relationships	f-squared	Effect size
ECC -> CS	0.010	None
ECC -> PCA	0.023	Small
ECC -> PFA	0.000	None
ECC -> ECR	0.288	Medium
ECR -> CS	0.032	Small
ECR -> PCA	0.061	Small
ECR -> PFA	0.017	Small

Table 10
Predictive Capability of the Model (Construct Cross-Validated Redundancy)

	SSO	SSE	Q^2 (=1-SSE/SSO)
CS	1,950.000	1,874.323	0.039
PCA	1,560.000	1,453.664	0.068
PFA	1,170.000	1,165.792	0.004
ECR	2,340.000	2,101.619	0.102

Finally, we measure the model fit using standardized root mean square residual (SRMR) (Henseler *et al.*, 2014). SRMR value which is close to zero signifies fit and an absolute value of zero means a perfect model fit. As proposed by Hu and Bentler (1999), a value of not more than 0.08 is more adequate for PLS path models fit (Henseler, 2016). Hence, from the outputs, the value of SRMR in this paper was 0.062 signifying that the composite factor model fits the data.

DISCUSSION AND CONCLUSION

Discussions

Although there are so many studies that related the constructs of the current study in different settings, contexts and locations, there are still gaps that remain untaken. What differentiate this study from these

studies are: one, introducing the indirect effect of resilience in the relationship of ECC and ECS, which we believe was not done before. Two, most of the studies were conducted in developed countries with different level of entrepreneurial activities from developing economy. Three, the constructs under consideration and their relationships were majorly tested in different field of studies. Testing them in the context of entrepreneurship in developing country is yet another uniqueness of the current paper. Therefore, this paper assessed the link of these variables in the context of entrepreneurship in Nigeria. As presented in table 7 and 8, results provide support for the prepositions that ECC is positively correlated with both ECR and two facets of ECS. In addition, ECR is significantly related to all the three dimensions of ECS. The paper also found that ECR could indirectly play a role in all the relationships. Additionally, the findings substantiate and adds to previous investigations in several ways. To the best of our knowledge, this is one of the studies that combined, measured and empirically authenticated the relationships among these variables in the entrepreneurial context. As such, it is the one of leading attempts to combine these variables into one model and study their relationships.

First, the result provided clear evidence that career success of entrepreneurs often depends on how highly committed they are. The more committed, the more the success. This finding is also supporting many other theoretical and empirical findings (e.g. Hsu,Wang, Lin, Shih, & Lin, 2015; Lee, Lee, & Lin, 2014). Second, as noted earlier, this study is among the first to reverse the relationship between ECR and ECC. Scholars found positive relationship between resilience and commitment (Hasan, 2016; Linnenluecke, 2015; Lee, & Cha, 2015; Yang, & Danes, 2015; Gu, 2014), but, this study found positive relationship between ECC and ECR. We therefore argued that these two constructs predict each other (reciprocal relationship). Third, there is also clear proof to maintain that ECR is positively related to ECS and this was contained in various studies and therefore the findings authenticated the previous literature (e.g. Lee, Cha, 2015; Ganth, & Thiyagarajan, 2013; Esteban, & Martí, 2014). One possible reason for this finding is the role the resilience played in predicting outcomes in many problems affected countries like Nigeria. It means that entrepreneurs in a turbulent environment can succeed when they are committed and can absorb shocks, bounce back and carry on. Finally, this study found that, ECR mediated in the relationships. This signifies that although entrepreneurs have been committed to their career, they need to also show steadfastness no matter the turbulence leading to successful career. In other words, because they are committed, entrepreneurs are resilient, which, in turn lead them to success. More importantly, the study found that the unsupported hypothesis, ECC – EFA ($â=0.022$, $t=0.296$, $p=0.767$) was significant through mediation effect of ECR ($â=0.069$, $t=1.987$, $p=0.047$). This means that the relationship between independent variable and dependent variable must not necessarily be positive before third variable can mediate. This finding is in line with the previous findings (e.g. Singhal, Malhotra, Ployhart, & Shang, 2016; Hayes, 2013; Jose, 2013; MacKinnon, Kisbu-Sakarya, & Gottschall, 2013).

Limitations and Future Directions

This study has several limitations. As participants rated themselves in the same measurement context. Future research should seek to corroborate the current findings by using multiple sources or multiple time points of data collection. In our analysis, we have not used any demographic variable (i.e., gender, age, income and experience). This is due to absence of their data; thus, we were not capable of identifying their effects. Future research may consider investigating these variables in predicting ECS. The nature of this

study is correlational and no causal conclusions can be drawn from results. Future research should overcome this limitation by using a longitudinal research design. This study considered one aspect of ECS, i.e. subjective aspect, this is due to its important to an entrepreneur according to GCT. Future research can use objective career success outcome such as social status to test whether there could be any variance. In this study, we only concentrated on one aspect of psychological capital (resilience) to explain the relationship of ECC and ECS because of its importance in the environment of the current study. It would be valuable if future studies use other facets of psychological capital i.e. hope, optimism, and efficacy (Luthans, Avolio, Avey, & Norman, 2007; Luthans & Youssef, 2004) to explain the same relationship. We also discover that ECC explains ECR and although there were studies that relate these constructs clockwise, there is the need for more studies on how ECC predicts ECR. Finally, this study is limited to SMEs owners/managers in Nigeria, future research can replicate it in another country to broaden the insights into the relationship of ECC, ECR and ECS.

CONCLUSION

This paper conveyed new understanding into career success in the entrepreneurial context and the significance of ECR and ECC. Overall, from the result of the analysis, we presented ten important relationships, seven direct and three indirect (mediating). Interestingly, all but one of these relationships were significant. However, this effort can only convey restricted insight beyond the context in which the data were gathered. It is one of rare pieces of work on predictors of career success in the entrepreneurial context, but the contextual nature of our sample means that more of this study in other part of the globe is deûnitely required because of dissimilarities of the national cultures. These may shape entrepreneurial career development through nationalities. Since the core of entrepreneurship is usually culturally delicate, future investigations should examine deeper, the conceptualization/operationalization and elements of career success of an entrepreneur in different cultures. For its significance, and to broaden the findings presented in this paper, career success of entrepreneurs requires more investigation.

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Appendix: Constructs Measurements

Resilience Scale

Items code	Survey Items
CDR1	I am able to adapt to change
CDR2	I can deal with whatever comes
CDR3	I try to see humorous side of problems
CDR4	Coping with stress can strengthen me
CDR5	I tend to bounce back after illness or hardship
CDR6	I can achieve goals despite obstacles
CDR7	I can stay focused under pressure
CDR8	I am not easily discouraged by failure
CDR9	I think of self as strong person
CDR10	I can handle unpleasant feelings

Source: Campbell-Sills and Stein, 2007

Commitment Scale

Items code	Survey Items
KUT1	How committed are you to your career?
KUT2	To what extent do you care about your career?
KUT3	How dedicated are you to your career?
KUT4	To what extent have you chosen to be committed to your career?

Source: Klein *et al.*, 2014

Career Success Scale

Code	Survey Items
Career Satisfaction	
CSS1	I am satisfied with the success I have achieved in my career.
CSS2	I am satisfied with the progress I have made toward meeting my overall career goals.
CSS3	I am satisfied with the progress I have made toward meeting my goals for income.
CSS4	I am satisfied with the progress I have made toward meeting my goals for advancement
CSS5	I am satisfied with the progress I have made toward meeting my goals for the development of new skills

Source: Greenhaus *et al.*, 1990

Perceived Career Achievement

PCA1	I have accomplished something valuable from my career
PCA2	I have fulfilled something I want to do from my career
PCA3	I have made some of my dreams come true from my career
PCA4	I have a sense of achievement from my career

Source: Lau *et al.*, 2007

Perceived Financial Attainment

PFA1	I have earned more money than most of my friends
PFA2	As a businessperson, my income is almost at the highest level in the same industry
PFA3	What I have earned from my businesses is more than what I actually need
PFA4	I can be deemed a rich person
PFA5	I earn a lot of money

Source: Lau et al., 2007