

Stepping Stones or Stumbling Blocks: Psychological Capital and Overcoming New Venture Failure

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Abstract

It is common for entrepreneurs to face failure as a part of the entrepreneurial process. In fact over half of all new businesses fail within the first five years. The ability to emerge from failure in a positive manner is central for repeat entrepreneurs. This paper examines new venture failure through the lens of Psychological Capital to develop a better understanding of how entrepreneurs emerge from a failed business leading to future entrepreneurial activity. I explore how and why some entrepreneurs deal with a failed venture so that the failure becomes a springboard for beginning the entrepreneurial process again

Introduction

"Supposing you have tried and failed again and again. You may have a fresh start any moment you choose, for this thing we call "failure" is not the falling down, but the staying down." ~Mary Pickford

As is often cited, failure in business is not uncommon. In fact, failure in entrepreneurship is a normal outcome. Within five years of start up, over 50% of new businesses fail (Headd, 2003). Failure is traditionally viewed in a negative manner. For many it can lead to negative outcomes and residual effects that must be addressed as part of the process of dealing with the failure (Shepherd, Douglas, & Shanley, 2000). There is large body of research dealing with the causes of failure (Hayward, Shepherd, & Griffin, 2006), the negative impacts of failure (Shepherd, Wiklund, & Haynie, 2009), and avoidance or delay of closing a failed business (Gimeno, Folta, Cooper, & Woo, 1997; McGrath, 1999).

The existing research on entrepreneurial failure deals primarily with the challenges and negative aspects of failure. This paper examines the positive side of new venture failure. While failure can be a source of challenges and negative reactions by an entrepreneur; it can also provide an opportunity to emerge with a positive perspective regarding future opportunities as a result of the failed venture. There is a growing body of literature in the positive organizational behavior domains that focuses on the positive aspects of individual state like constructs that can be examined in this context. One in particular is the higher order construct of positive psychological capital (PsyCap). Luthans, Avolio, Avey, and Norman (2007) define PsyCap as a composite construct "characterized by (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success (2007: 542)." The purpose of this paper is to explore the positive side of failure, or how entrepreneurs can overcome failure in a positive manner and move toward becoming repeat or even serial entrepreneurs. I propose that a failed business can actually be perceived, and used, as a key resource for the entrepreneur in a future business opportunity to obtain a sustainable competitive advantage.

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Drawing on positive psychological capital literature from organizational behavior studies, I discuss how some successful entrepreneurs are able to positively transition from a failed entrepreneurial venture to the process of starting a new venture using the failed venture as an opportunity to adjust goals, learn, and redirect focus in a positive manner toward the new opportunity.

This paper makes several important contributions to both the positive organizational behavior and the entrepreneurship literatures focusing specifically on a deeper understanding of the role of venture failure in entrepreneurship. First of all, is the expansion of the PsyCap literature? This is a relatively new area of focus in the organizational behavior literature and presents a variety of areas for additional work. The application of this construct to the entrepreneurship literature expands its boundaries and extends the potential future areas of study and empirical testing for both entrepreneurship and OB scholars. This provides not only a contribution to the entrepreneurship literature but to the positive psychology literature as well by providing an important framework for understanding the positive side of overcoming challenges and adversity. Second is a deeper examination of the role of new venture failure in entrepreneurship and how a positive transition from failure to a new venture opportunity can take place. This is important as the majority of new businesses will experience failure of some sort throughout their existence and a better understanding of how to face failure and emerge positively will provide a rich set of implications to examine both academically and practically. A third contribution centers on the proposal of future areas of focus and future empirical testing of the ideas presented. This paper pushes the research on failure in a new direction to help further our understanding of repeat entrepreneurs and the positive role failure plays in the long term success of entrepreneurs.

I begin with a discussion of failure and address several of the existing perspectives and insights on failure. I then proceed to examine the construct of PsyCap and its application to the ability of an entrepreneur to face a failed business, learn from it, and use it in a positive manner as a springboard for new opportunities. This is then followed by a more detailed examination of the four elements that make up the higher order construct of PsyCap and how each impacts an entrepreneur's ability to effectively deal with new venture failures. I will conclude with a discussion of the overall implication and areas of future research as a result of the concepts discussed in this paper.

Literature Review and Theory

Entrepreneurial Failure

Entrepreneurship is often considered a driving force for an economy (Shane & Venkataraman, 2000). In fact even in the face of recent economic issues, the Kauffman Foundation has indicated that entrepreneurial activity has been one of the key strengths in the US economy. In 2009, it is reported that more new businesses were started than at any other time over the past 14 years (Swanson, 2010). Even with record entrepreneurial activity, it is also well accepted that a majority of the new businesses started will not last. Data from the U.S. Census Bureau's Business Information Tracking Series shows that of the ventures started between 1989 and 1992, 34% did not survive the first two years, 50% did not survive four years, and 60% did not survive six years (Headd, 2003). Failure rates have traditionally been extremely high for entrepreneurs and will likely continue in the same trend. Although failure rates are high, there are many different perceptions of what constitutes a failure. In this case, the definition offered by Shepherd, Douglas, and Shanley is used and it states that failure is defined as what "... occurs when a fall in revenues and/or rise in expenses are of such magnitude that the firm becomes insolvent and is unable to attract new debt or equity funding; consequently, it cannot continue to operate under the current ownership and management" (Shepherd, et al., 2000: 135).

There are myriad of recognized causes for business failure. Some of the causes addressed in extant research include; environmental factors (Schaeffer, 2006); lack of financial resources (Headd, 2003); intense competition (Hannan & Freeman, 1977); a lack of personal integrity by either entrepreneurs or team members (Schaefer, 2006); over confidence by the individual entrepreneur (Hayward et al., 2006); and a general lack of experience (Schaeffer, 2006).

When a new business fails, in many cultures, the norm is to perceive the failure as an extremely negative event reflecting on the individual business owners (Shepherd et al., 2000). The process of failure is depicted in existing research as a type of tragic event that can be effectively dealt with through reactions such as grieving and introspection (Shepherd et al., 2009). This can quite often be the case for the entrepreneur, and the failure may also carry with it negative perceptions by the observers to the failure. This is particularly true in the face of overall economic turbulence. For example, during challenging economic times, there is an abundance of news media devoted to new businesses and the struggles faced by entrepreneurs which often lead to failure as defined above. There exists a great deal of literature on entrepreneurial failure which examines the negative impacts of failure, the challenges associated with recovery from failure, and the variety of losses involved linked to a failed business (McGrath, 1999; Shepherd, 2003; Sitkin, 1992). As important as understanding the causes of failure, is the ability to understand how to recover from failure. The challenge is emerging from a failed venture in a positive manner versus the alternative.

It is true that failure is something that every business must be wary of and, as discussed above, can occur as a result of any number of reasons, some more directly linked to the entrepreneur's own actions and others stemming from exogenous sources. In either case, failure is a reality for most new businesses. With this being the case, the question persists, how can an entrepreneur face the challenges associated with a failed business and emerge with a positive perspective and insights on future opportunities?

The Upside of Failure

Although the majority of the literature on failure explores the negatives associated with it, there are those who have dealt with some of the potential upsides that may be associated with failure. Shepherd (2003), McGrath (1999), Sitkin (1992), Minniti and Bygrave (2001) have all discussed in varying degrees, the potential positive impacts of failure for repeat entrepreneurs. These authors explore the idea that important lessons can be learned from failures as McGrath (1999) points out; sometimes the lessons learned are even more important than what can be learned from successes. The experience of failure can be a useful and important step to repeat entrepreneurs in their continuing pursuit of new business opportunities (Ucbasaran, Westhead, & Wright, 2006). These scholars have provided a foundational understanding of the pervasiveness of failure, the damage and challenges involved in recovering from business failure, the negative perceptions of failure by those outside the failed business, and even some discussion on the potential positive lessons that can be learned from failure.

As many successful entrepreneurs have indicated in the popular press, one key to successful entrepreneurship is being able to move past failed ventures and to be able to experience the positive from the lessons learned as a result of failure. With the high levels of failure within entrepreneurship, it is logical to conclude that a career or repeat entrepreneur must be able to effectively emerge from failures in a positive way. A foundational element of transitioning from failure to future opportunities is the ability to emerge from a failure in a positive manner (Shepherd, 2003; Shepherd et al., 2009). It is this ability to emerge from failure in a positive manner that can then lead to the entrepreneur beginning the pursuit of future business opportunities. In this light, I propose that the failure of a new business venture will be not just be seen as a failure and an end, but as a potentially positive starting point for pursuing new opportunities by some entrepreneurs. I contend that psychological capital can help us better understand the process of positively emerging from a failed business venture.

Positive Psychological Capital

An emerging focus of research in both the psychology and organizational behavior literatures is the focus on positivity (Cameron, Dutton, & Quinn, 2003). Studying the positive side of individuals and organizations, or positive organizational behavior, is not necessarily a completely new phenomenon, but the development of the discipline is continuing to gain momentum and has important implications for research across multiple domains. As Luthans (2002) described, positive organizational behavior is "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement" (Luthans 2002: 59).

Researchers have established a composite construct that is grounded in theory, able to have valid measures, unique in nature, able to be developed by individuals or state like, and has an impact on individual and organizational performance. This construct is labeled positive psychological capital and is made up of hope, optimism, resilience, and self-efficacy all of which meet the criteria outlined above (Luthans, Avolio, Avey, & Norman, 2007).

Through this paper, I propose that the construct of psychological capital (PsyCap) as a whole, as well as, the individual components (Hope, Optimism, Resilience, and Self-Efficacy) of the construct contribute to the ability of an entrepreneur to emerge from a venture failure in a positive manner, regroup, and begin again the process of starting another new business venture.

Hope

The first component of PsyCap that contributes to the overall construct is hope. Hope is defined as a state that is comprised of two key elements, agency and pathways (Snyder, 2000). Both agency and pathways are important when considering the role hope plays in an entrepreneur's ability to positively emerge from venture failure. The agency part of hope deals with the goal focused energy of the individual in setting and achieving goals. This is a very strong state oriented characteristic that has been shown to positively relate to performance on an individual level (Snyder, Cook, Ruby, & Rehm, 1997). When an entrepreneur is faced with the challenges of a failed venture, the ability to maintain the energy needed, to be motivated to regroup after the failure, and to push forward not giving up is an important aspect in being able to overcome a failed venture.

This energy allows an entrepreneur to move into the pathway aspect of hope. The pathways idea builds on the energy from agency and allows the entrepreneur to reshape the former goals and develop a clearer understanding or pathway of how the new goals associated with his or her venture will be accomplished. Once a failure is recognized, an entrepreneur that possesses hope will be able to maintain a high enough energy and motivation level to reshape his/her goals in such a way as to be able to use the failure as a starting point in thinking about new ways or paths to accomplish goals. In engaging in this process, the entrepreneur of a failed venture will be more likely to emerge from the failure in a positive manner and ultimately engage in entrepreneurial activities towards the end of beginning a new venture.

Proposition 1: An entrepreneur possessing high levels of hope will be more likely emerge from failure and engage in new venture creation

Optimism

Optimism is the second state like element of the composite construct PsyCap. Optimism is a commonly used term often applied to entrepreneurs. Although a very common term, optimism has a distinct definition which makes it an essential part of the PsyCap construct. Optimism is defined by Seligman (1998) as the process of individuals making encompassing attributions about positive events. This focuses on goal accomplishment and achievement which has been described as an important element in entrepreneurship (Baron, 2004). The other side of optimism is attribution of external, uncontrollable, unforeseeable, or specific reasons for negative outcomes (Seligman, 1998). In applying this concept to entrepreneurial failure, this is central to an entrepreneur's ability to face a failed venture, consider his or her positive accomplishments even in the face of the failure, and positively emerge from the failure. The possession of optimism also leads to the belief that the failure was due to external uncontrollable events and may have been a chance happening that can be overcome or avoided in the next venture.

This application of optimism is not to be seen as unfounded positive beliefs or limitless potential that can exist in any circumstance. There is a difference between a perspective of limitless opportunities or evaluations and realistic optimism (Schneider, 2001). Realistic optimism is the recognition, in a positive light, of what one can and can not achieve in any given circumstance. It is the contention of this paper that realistic optimism will be related to the ability of an entrepreneur to disconnect personally from the causes of a failed new venture.

The entrepreneur will be able to view the failure as an external event and will be more likely to be able to pursue future new venture opportunities after experiencing business failure. This will help the entrepreneur to escape the potentially severe negative outcomes of a failed venture and focus him or her more on the positive outcomes of failure with the interest in starting another new venture.

Proposition 2: An entrepreneur possessing high levels of optimism will more likely emerge from failure and engage in new venture creation.

Resilience

Although the potential for a new venture to fail is great, most entrepreneurs do not believe that they will be the ones that will fail, accordingly they do not actually plan for failure (Hayward et al., 2006). When failure does occur, many possible choices exist for the entrepreneur whose business has failed. An entrepreneur can prolong the life of the failing venture because of a lower threshold of performance of the venture set by the entrepreneur (Gimeno et al., 1997). The entrepreneur can ignore that signs of failure and persist in a sense of denial due to personal hubris (Hayward et al., 2006). Or, the entrepreneur can go through a process of grieving as a way to deal with the emotional as well as the physical losses associated with the failed business (Shepherd et al., 2009). These are just a few of the enormous number of potential responses that an entrepreneur may choose in response to failure. Since most entrepreneurs do not plan for failure of their business, most do not plan a prepared response for failure and so often times it is difficult to be able to predict one's course of action when faced with failure. For those who go on to become successful repeat entrepreneurs, the key is to continue forward after failure toward the process of beginning a new venture.

I propose that resiliencies an important ingredient in the response to failure contributing to the likelihood of an entrepreneur to emerge from a failed venture in a way that allows for positive learning's and a future oriented perspective. Resilience is defined as "the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility" (Luthans, 2002: 702). Resilience encompasses not only the ability to react to a disruptive event and bounce back, but also to proactively learn and grow through the process of overcoming the challenges resulting from the disruptive event (Youssef & Luthans, 2007).

The concept of resilience in entrepreneurship is distinctly different from hope and optimism. Capacities like hope and optimism are usually best suited for situations that involve a plan or a thoughtful approach to a given circumstance (Luthans, 2002). Resilience on the other hand involves the ability to adapt and be flexible in the face of extreme challenges. It encompasses the ability to find lessons that can be learned or meaning that is often times buried in challenging events, and that are not associated with planning and preparation (Coutu, 2002). Resilience entails both reactive and proactive responses to negative events, setbacks, or other disruptive events. These events are often so disruptive that they can create obstacles for individuals' abilities to bounce back (Youssef & Luthans, 2007). The ability to face and react to a negative event like a business failure requires the resilient capacity to absorb the event and the implications of the event, to recognize that the failure of the business is real and can lead to other challenges, and to adjust to be able to return to state of individual "equilibrium" (Youssef & Luthans, 2007). This reactive response to failure allows the individual to then move to the next element of resilience, which is the proactive response. The proactive response is the process of moving beyond the state of equilibrium and involves learning, adapting, and adjusting.

Both of these ideas, reactive responses and proactive responses, are relevant to the discussion of failure. As mentioned above, failures are not planned for or expected by most entrepreneurs and so the ability to react to the failure as an unanticipated event as well as the capacity to proactively learn from the failure to be able to try the entrepreneurial process again are critical. As discussed above, when faced with a business failure, the entrepreneur can choose from a variety of options.

An entrepreneur may face one or more business failures in his or her career as an entrepreneur, and I contend that the ability to experience a business failure, react to it in a way that restores a state of personal equilibrium, and then to proactively learn from it, adjust, and adapt to it in a way that will allow him or her to create an opportunity to use the failed venture as a springboard for a new entrepreneurial experience (Bonanno, 2004) is an important part of the overall entrepreneurial process.

Even though business failure may often times be perceived by those outside of the entrepreneurial process as a negative and a potentially limiting event in the career of the entrepreneur, and may create sometimes difficult challenges to overcome, I propose that the resilience of an entrepreneur can actually help that entrepreneur learn from and transform the failed business into a positive springboard for future opportunities, thereby mitigating the potential negative effects of failure.

Proposition 3: An entrepreneur possessing high levels of resilience will be more likely emerge from failure and engage in new venture creation.

Self-Efficacy

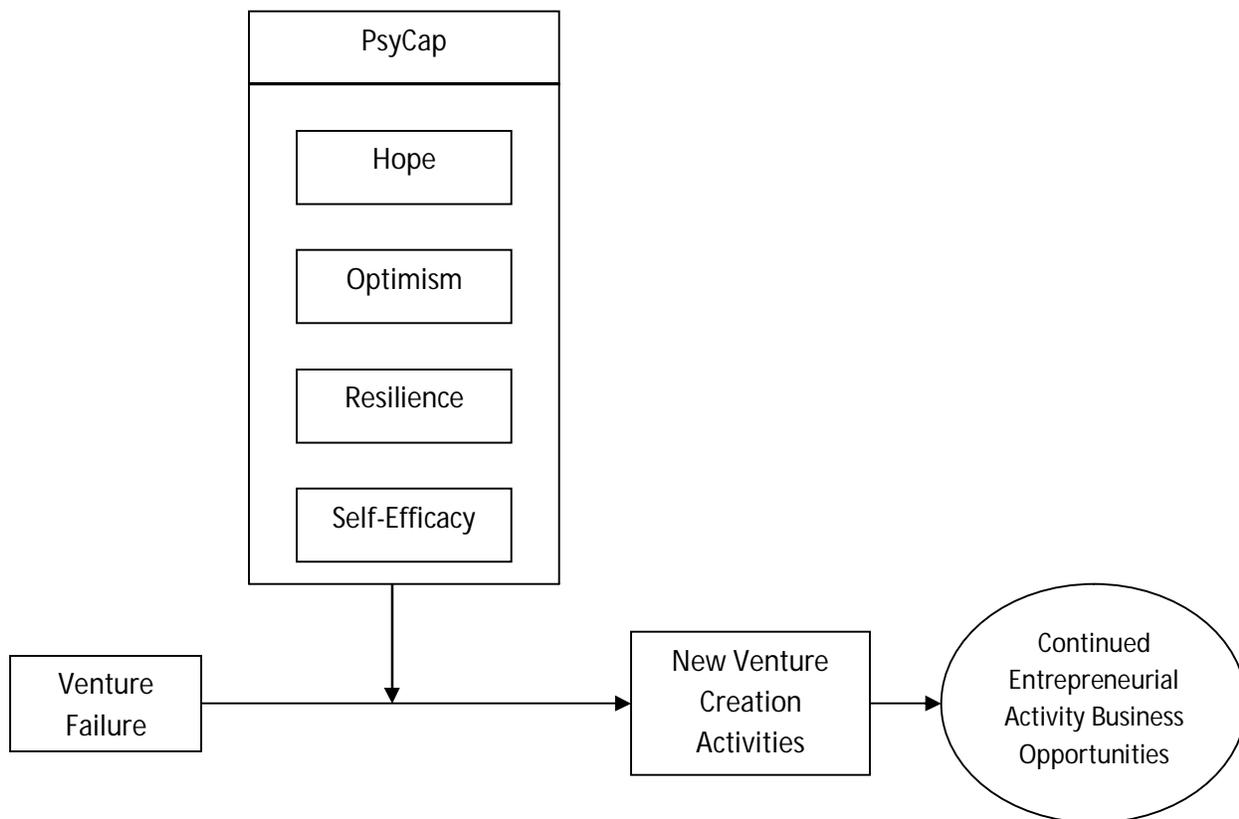
The fourth element of PsyCap is self-efficacy. Self-efficacy as a standalone variable has been researched within entrepreneurship and found to relate positively to entrepreneurial intentions, risk tolerance, entrepreneurial discovery, and new venture creation (Baum & Locke, 2004; Hmielski & Corbett, 2008; Krueger & Brazeal, 1994; Mitchell et al., 2007; Venkataraman, 1997). This paper extends the literature on self-efficacy in entrepreneurship through the use of PsyCap as a composite construct and specifically the application of self-efficacy to entrepreneurial failure.

Self-efficacy has been defined as an individual's belief in his or her ability to accomplish a task (Gist, 1987). Entrepreneurs face challenges at each step of the entrepreneurial process and the capacity to believe in one's own ability to achieve results in spite of the overwhelming odds being faced is essential to an entrepreneur's ability to start new ventures (Venkataraman, 1997). When confronting a failure and being faced with the decision regarding next steps, an entrepreneur's level of self-efficacy can become an important determinant of what action is pursued. It is this belief in self that drives entrepreneurs to not only start new ventures in the first place but also, I propose, will be positively related to an entrepreneur's ability to face a failed venture and believe that he or she can regroup and successfully try again.

Proposition 4: An entrepreneur possessing self-efficacy will be able to emerge from failure and engage in new venture creation.

Psychological Capital

Although all four of these components (Hope, Optimism, Resiliency, and Self-efficacy) are distinct and each fits Luthans' proposed guidelines for elements of distinctive constructs, the integration of the four into the composite construct of PsyCap warrants attention in entrepreneurial research. Each of the elements on its own positively impacts an entrepreneur's ability to emerge from the failure of a business, and restart the entrepreneurial process of venture creation. This model of overcoming entrepreneurial failure is depicted in figure 1 below. In this the model, each of the individual components of PsyCap leads to the propensity of an entrepreneur to emerge from a failed venture in a positive manner. It is this positive emergence that can then lead to an entrepreneur being willing and able to pursue future new business opportunities. Each of the four also leads to the overall development of psychological capital within the entrepreneur which will directly lead to the ability of the entrepreneur to face a failed business and then continue on to pursue future business opportunities.



The combination of the four elements into one construct within entrepreneurship is valuable when considering the actual actions of an entrepreneur post failure. Luthans et al. (2007) discussed the common thread within the four which is “a mechanism shared across each of the facets that contributes to a motivational propensity to accomplish tasks and goals” (Luthans et al., 2007). PsyCap Combines the motivation and direction of hope, the attribution elements of hope, the ability to learn and bounce back from negative events representative of resilience, and the belief in self into one larger construct that can help develop an understanding of how an entrepreneur successfully deals with a failed venture through continued entrepreneurial action or business creation. The central proposition of this paper is that the presence of PsyCap in entrepreneurs is positively related to their ability to start successful new ventures following a failed venture.

Proposition 5: An entrepreneur that possesses the composite construct of PsyCap will be more likely to emerge from a failed venture and start a new venture in the future.

Conclusion

Discussion

The failure of new businesses is an all too common occurrence in entrepreneurship. In fact as cited above (Headd, 2003) over half of all the new businesses have failed, or have shut down operations, within five years. This is a staggering statistic for most to consider. Even with this statistic, entrepreneurship is still considered the engine that drives an economy forward (Shane & Venkataraman, 2000; Swanson, 2010) and so it is important to not only understand how new ventures are created but also how failed ventures can play a positive role in future entrepreneurship.

This paper has focused on the ability of entrepreneurs that possess the composite construct of PsyCap to use a failure in a positive manner in developing future new business opportunities. As discussed, PsyCap is made up of four components which individually impact the ability of an entrepreneur to emerge from a failed venture in a positive way. Each element (Hope, Optimism, Resilience, and Self-efficacy) contributes uniquely to this ability within entrepreneurs. Furthermore, it is the integration of all four elements into one construct that relates to the actual ability of an entrepreneur to deal with a failed venture and to begin the entrepreneurial process of starting new ventures.

Theoretical Contributions

This paper offers multiple important theoretical contributions. First is through the extension of the relatively new construct, psychological capital to entrepreneurial failure, specifically in the relationship between PsyCap and the ability start a new venture after experience failure. Initially, this is important as it helps extend a newer construct in the organizational behavior literature increasing our understanding the construct and how it applies to a phenomenon that is consistently under question, new venture failure. I have argued that each of the four components of PsyCap is an important capacity for entrepreneurs to have as well as the combination of the four in the overall construct. This construct helps researchers understand how entrepreneurs face the challenges of failure or setbacks in the entrepreneurial process and how they adjust to and learn from those challenges in a positive manner. As a part of this discussion, this paper presents a model depicting the relationships between failure, psychological capital and each of the four individual components of PsyCap, and the ability to positively emerge from failure and pursue future business opportunities. Along these lines, positive psychology researchers will also gain a better understanding of the process of how individuals overcome challenges and adversities and maintain the ability to continue to show the “will to accomplish goals in the face of opposition, either external or internal” (Peterson & Seligman, 2004:199).

The second theoretical contribution centers on the important element of failure within entrepreneurship. Much of the extant literature on failure within entrepreneurship focuses on the challenges of failure, and the negative impacts or perceptions of failure, all of which is important in trying to understand this phenomenon (Hannan & Freeman, 1977; Hayward et al., 2006; Shepherd, 2003). This paper extends the discussion of failure from a negative event that must be dealt with to a potential positive opportunity and starting point for future entrepreneurial activity. This opens up the discussion of failure as a potential asset for entrepreneurs and a critical step for repeat entrepreneurs to pass through on the way to achieving long term entrepreneurial success. This is essentially due to the high failure rates of new ventures and the proposition by Shane and Venkataraman (2000) as well as others (Davidsson et al., 2001; Venkataraman 1997) that entrepreneurship is the engine that drives an economy. This helps deepen our understanding of why some entrepreneurs continue to start new businesses in the face of overwhelming odds of failure.

Practical Implications

In considering the active entrepreneur, this paper offers some useful practical applications. First of all is the understanding of PsyCap and the impact it can have in facing and overcoming venture failure as well as other potential obstacles in the entrepreneurial process. This is powerful because this is not simply a trait that one either is born with or is not, but as discussed by Youssef and Luthans (2007) each of the components of PsyCap can be learned and increased within individuals. This could become a valuable asset to be developed by entrepreneurs which can impact their ability long term to be successful as entrepreneurs. Another implication for entrepreneurs is an understanding of how to view resources and especially failure in future endeavors. Although this paper focuses on the entrepreneur’s ability to regroup and start a new venture after a failure, the process of repeat entrepreneurship using failure as a starting point instead of an end is an important distinction and may actually lead to the ability to use the failed venture as a resource in future opportunities.

Future Directions

The focus of the paper being the ability of an entrepreneur to employ PsyCap to failure as an important step in understanding positive entrepreneurship post failure offers an additional contribution by opening up multiple avenues for future research.

One area is the ability to empirically test the concepts presented herein. This being a conceptual paper the opportunity to examine the construct of PsyCap within the context of entrepreneurial failure could prove both interesting and insightful in understanding the role of failure in entrepreneurship. Another potential opportunity is the further development of the idea that failures are actually important steps for repeat entrepreneurs and a deeper understanding of how they impact future ventures long term.

Along these lines is the distinction that exists between those who fail and start follow-on businesses that succeed versus those who fail and start businesses that fail again. One interesting avenue of future research in this area is the ability to develop a set of important resources out of a failed venture to be used in future endeavors. The integration of the resource-based view and new opportunities post failure could explore this interesting intersection of research and help further our understanding of success and failure of new ventures.

An additional area of future research lies in the ability to further examine the impact of failure on an entrepreneur's ability to develop or enhance levels of psychological capital. Psychological capital can be learned and developed but the question still exists, does failure decrease an entrepreneur's ability to employ psychological capital in order to address future challenges or even failures.

Summary

In closing, since new venture failure occurs at such a high rate among entrepreneurs, understanding how to positively and successfully emerge from failure and use a failed venture as a basis for future business opportunities is an important area of research. This focus can help broaden our understanding of venture failure, potential failure prevention, as well as new venture creation and long term entrepreneurial and business success. New venture failure does not necessarily need to be viewed as a failure in the traditional sense of the word but can actually be viewed as a starting point for entrepreneurs possessing each of the four components of PsyCap as an integrated construct.

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