



Comparative Study of Antecedent Factors Affecting Entrepreneurial Venture Success among Omani Nationals and Expatriates in Oman

Mohamed Wahish Hashim, University of Buraimi, Oman

Ilya Bystrov, University of Buraimi, Oman

F. A. Thawabieh, Modern College of Business and Science, Oman

Farzaneh Yarahmadi, Oman Tourism College, Oman

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Abstract: This study aims to compare the antecedent factors that impact the success of entrepreneurial ventures among Omani nationals and expatriates in Oman. The Resource-Based View theory was empirically examined within the framework of Oman. The study incorporated the endogenous variable of entrepreneurial venture success alongside exogenous variables of innovativeness, family background, marketing orientation, and prior entrepreneurial experience. The present quantitative study obtained data from a sample of 136 undergraduate students located in Oman. The study employed structural equation modeling to gain insights from valid data, utilizing IBM's SPSS 25 and AMOS 22 software. The structural model's results indicate a significant difference between two distinct groups, specifically Omani nationals and expatriates currently residing in Oman. This disparity pertains to their innovativeness and entrepreneurial experience and how these factors impact the entrepreneurial venture's success. Additionally, the study has demonstrated that no statistically significant distinction exists between the same two groups concerning their family background and marketing orientation in relation to entrepreneurial venture success. This study fills a gap in the body of knowledge on entrepreneurship in Oman by comparing the antecedent factors that influence the success of entrepreneurial ventures among Omani residents and expatriates in Oman. Previous studies have examined the general state of entrepreneurship in Oman, but limited research investigates group differences among Omani citizens and expatriates. This study subject illuminates the distinct difficulties and possibilities experienced by various entrepreneur communities in Oman by contrasting the experiences of these two groups.

Keywords: *Entrepreneurship, Entrepreneurial Venture Success, Resource-Based View, Group Differences, Oman*

Introduction

Entrepreneurship is considered to be a means of assisting in socially sustainable development and enhancement of the quality of life within society (Hashim, Khatibi, and Azam 2023b). Gaining a comprehensive understanding of the key factors influencing entrepreneurial success can help entrepreneurs make well-informed decisions, minimize risks, and increase their chances of success. Several studies have highlighted the significance of examining the factors contributing to entrepreneurial ventures' success. For example, Shane et al. (2003) discovered that prior industry expertise, entrepreneurial abilities, and resource access were significant determinants of venture success. Similarly, Baron and Ensley (2006) found that

entrepreneurial orientation, including attributes like risk-taking tendency and proactiveness, were significant predictors of business success.

A broad range of literature and empirical studies on antecedent factors that affect entrepreneurial venture success can be found. However, a systematic academic literature search reveals a knowledge gap for studies done between groups on the antecedent factors affecting entrepreneurial venture success. In addition, numerous research studies have indicated that diverse social groups within the population enjoy varying risks and benefits when venturing into entrepreneurship, and this has demanded further investigation (Berglund et al. 2018).

This study will comparatively describe entrepreneurial venture success and the factors that influence it from the framework of RBV theory.

Theoretical Framing

Since a greater amount of importance and attention is attributed to resources and capabilities, including marketing orientation, innovativeness, and experience, that different enterprises possess to create and maintain a competitive advantage and achieve venture success as the outcome of this research, RBV theory was selected.

One of the theories that have been frequently utilized in the past decade in the research of entrepreneurial studies is the RBV theory developed by Barney (1991), which explains that through unique resources and competencies found in the entrepreneurial venture, an entrepreneur's business can gain a competitive advantage in a fast-paced business setting.

The need to gain a competitive advantage that is key to the entrepreneurial venture should be stressed. It will, therefore, be able to stand out from competitors, create customer loyalty, react to volatile markets, and increase profitability and earnings. As such, under the RBV, valuable resources, rare, inimitable, and cannot be substituted (Barney 1991), can be used to gain competitive advantage. These assets include business processes, physical and intellectual capital, capabilities, information, and expertise (Heriyanto and Weli 2023). Furthermore, resources, such as distinctive business models, innovative technologies, intellectual property, access to financial capital, best practices, and human capital in the form of entrepreneurial skills and expertise, can help to gain competitive advantage (Yaprak, Yosun, and Cetindamar 2018). In addition, sound management of these resources can assist in gaining a sustainable competitive advantage in the long term (Heriyanto and Weli 2023).

Some studies have investigated how entrepreneurs successfully take advantage of their resources. For instance, entrepreneurship studies have looked into ways in which entrepreneurial ventures have identified and obtained rare resources or competencies through partnerships, alliances, and acquisitions (Zahra, Ireland, and Hitt 2000). In addition, there are research studies that have looked at strategies, such as knowledge management,

organizational learning, and innovation, to gain competitive advantage leading to entrepreneurial success (Alvarez and Barney 2007).

In addition, the RBV has helped find and highlight issues relating to entrepreneurship that undermine the growth of startup ventures in terms of resource allocation and use (Lumpkin and Dess 1996). Furthermore, in a study, the relationship between entrepreneurial mindset, resource management practices, and entrepreneurial venture success was investigated by using the RBV theory to pave the way for a deeper understanding of the entrepreneurial dynamics (Rauch et al. 2009).

In conclusion, the RBV theory is a useful framework for analyzing strategic resource management and competencies that can ensure success in entrepreneurial endeavors. Research studies based on the RBV allow researchers to gain better insights into understanding and explaining how a new startup is capable of achieving and sustaining a competitive advantage in a dynamic business landscape by exploring how to tackle resource-associated challenges.

Venture Success and Performance

It is crucial to gain a thorough understanding of the various factors that influence an entrepreneur's success (Iyortsuun et al. 2019). Researchers have employed multiple measures to assess the success of new ventures, including sales growth, profits, return on investment, return on assets (Richard et al. 2009), capacity utilization, working capital, and years of operation (Egbert 2009). Sales revenue and productivity are also commonly considered indicators of success (Wiklund, Patzelt, and Shepherd 2009). A study conducted by Robinson et al. (1991) found that achieving success in a new venture is closely linked to demonstrating solid results in terms of business growth, which serves as a reliable indicator.

Many factors contribute to achieving organizational success, which many authors have discussed. Jain and Ali (2013) proposed that the climate in the organization, which motivates individuals, and the internal processes, which are primarily made up of teamwork, will give the organization a competitive edge. In a similar study by Miner et al. (1994), it was revealed that there was a relationship between motivation and organizational achievements in terms of growth in employees, sales, and annual income. Other studies have found that organizational performance is a function of entrepreneurial intent, intrinsic personal characteristics, and environmental factors (Keats and Bracker 1988). It is also evident that the level of education of the entrepreneur is critical to the firm's success (Jain and Ali 2013).

Innovation

Innovation is the readiness to forgo current methods or technology and go beyond accepted boundaries to create something novel (Kimberly and Evanisko 1981). Embracing innovation

involves actively fostering and participating in generating fresh ideas, exploring uncharted territories, embracing novelty, and engaging in creative processes that lead to creating new products and services (Lumpkin and Dess 1996). In addition, it has been determined that the crucial factors for entrepreneurial success include effective coordination, innovation, marketing strategies, and strong leadership (Hashim, Khatibi, and Azam 2023a). From the consumer's point of view, we defined innovativeness as the extent to which a company's products are viewed as different and new (Chan and Parhankangas 2017). Shane et al. (1991) suggest that innovation acts as a motivator in new ventures.

When trying to characterize an entrepreneur, innovativeness is considered one of the most critical factors and is regarded as one of the functional characteristics of an entrepreneur (Carland et al. 1984). Research has shown that small firms experience a range of innovations, including product, process, market development, administration, and marketing (North and Smallbone 2000). It was found that a firm's innovativeness and, along with the ability to take risks, proactiveness influenced the performance of business and achievement orientation (Wiklund and Shepherd 2005).

According to Shapero and Sokol (1982), social systems with values, such as innovation, independence, and risk-taking, have a greater likelihood of producing entrepreneurs than systems that do not have such values.

Family Background

Duchesneau and Gartner (1990) found that successful entrepreneurs more often had entrepreneurial parents. This indicates the importance of having the right influence to assist individuals in following the path of entrepreneurship. In other words, parental role models and entrepreneurial intentions are likelier to start a business venture than others (Crant 1996). Another study found that individuals whose parents were involved in small businesses were more inclined to pursue self-employment rather than working for an organization (Scott and Twomey 1988). The influence of family on entrepreneurship is evident through Shivani, Mukherjee, and Sharan (2006) work that illustrated that perceived support from family is an important influencing factor on venture success. This study also revealed that female entrepreneurs received relatively less support from their families than males. A study by Kidane and Harvey (2009) found that the duration of a business' operation and the influence of the family play a crucial role in determining the success of an entrepreneur.

Marketing Orientation

Studies have shown a connection between a company's marketing approach and the success of entrepreneurial businesses (Agusdin et al. 2023). One such study by Sen (2006) found that the degree of marketing orientation impacted sales, market share, and quality of customer service. In another study by Cadogan, Diamantopoulos, and Siguaw (2002), it was found that marketing

orientation influenced the export performance of the organization. Entrepreneurs with a marketing orientation have been found to create value for their customers by spending time and effort to identify latent customer needs with a long-term view (Slater and Narver 1995).

According to Carter and Wilton (2006), the entrepreneur's marketing orientation was found to have a positive correlation with their ability to identify market opportunities. This orientation helps to understand customer needs and influence and attract them to the organization (Nasser Al Muniri, Hashim, and Al Aliyani 2019).

Prior Entrepreneurial Experience

Entrepreneurial activity often happens during the latter part of an individual's life, when experience and training have been gained (Jain and Ali 2013). Several recent studies have focused on exploring the effect that previous experiences with self-employment have on molding the intention and behavior of entrepreneurs (Le et al. 2023). Most of the research explains the direct impact of previous experiences with self-employment and the goal to start a business (Le et al. 2023). Research has established that individuals with prior entrepreneurial experience (industrial, managerial, entrepreneurial, or a combination) were able to achieve high growth in their business venture (Feesser and Willard 1990) and had significantly higher intentions to commence a venture compared to those without such experience (Kolvereid 1996). From an investor's point of view, they also believe that industry experience will predict a new venture's success (Hall and Hofer 1993). Contrarily, a recent study conducted by Hashim, Khatibi, and Azam (2023) examined the correlation between prior experience with social problems and social entrepreneurial intention among undergraduate students in Sri Lanka. The findings of the study indicated no significant relationship between the two factors.

Cultural Effects on Entrepreneurship

According to a study conducted by Upson et al. (2023), culture has a significant impact on the development and behavior of entrepreneurs. Culture significantly affects individuals' attitudes, behaviors, and outlooks on life (Upson et al. 2023). This occurs because individuals derive their values from their environment's prevailing social values, morality, and institutional framework. Culture plays a crucial role in shaping individuals' decisions, including choosing to pursue entrepreneurship (Weber, Parsons, and Tawney 1930). A great deal of attention has been given to the impact of culture on entrepreneurial activities (Hayton, George, and Zahra 2002). Research has shown that most collectivistic societies embrace failure, and cultures considered to have a high level of uncertainty avoidance have an aversion toward failure and work less toward entrepreneurship (Shirokova et al. 2016). Evidence suggests that culture

greatly influences entrepreneurial intention, particularly in countries and culturally diverse groups (Lubem, Tersoo, and Terna 2018).

Hypothesis

Following a study by Zahra et al. (2006), it was seen that innovativeness contributed to the success of new business ventures and helped in achieving critical business outcomes. Apart from that, the link between innovation and creativity to the attraction of external resources and investments, such as venture capital and strategic partnerships, affects the venture's success (Keupp, Palmié, and Gassmann 2012). Moreover, innovation is positively correlated with competitive advantage, which the entrepreneurial organization has been seen using to convert into business success (Wenzel 2016). Additionally, a study by Wathanakom, Khlaisang, and Songkram (2020) revealed that creativity and innovation are key success factors an entrepreneur needs to adopt to succeed in business.

However, research has shown that the association between innovativeness and business performance is contingent on environmental factors, operating industry (Danneels 2002), organization size, age, and available resources (Wiklund et al. 2019).

H1—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of innovativeness and its impact on entrepreneurial venture success.

Recent research has shown that individuals with a family background in entrepreneurship are more inclined to pursue entrepreneurial endeavors themselves (Sieger et al. 2011). This is owing to their exposure to an entrepreneurial mindset through exposure to entrepreneurial role models, firsthand experience in entrepreneurship, and access to entrepreneurial networks. In addition, it has been found in another study that individuals with their family's social capital, such as strong social network ties and family ties, have easier access to resources, and knowledge and can better identify opportunities (Unger et al. 2011). According to scholars, family support influences entrepreneurial attitude and behavior, such as risk-taking and tolerance to failure (Davidsson, Steffens, and Fitzsimmons 2009).

H2—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of Family background and its impact on entrepreneurial venture success.

Entrepreneurs need to identify and satisfy customer needs while being creative and innovative to succeed. A study by Carbonell and Rodriguez Escudero (2010) found that marketing orientation significantly influenced innovation and business success.

H3—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of Marketing Orientation and its impact on entrepreneurial venture success.

Prior experiences, specifically entrepreneurial experiences, can impact new business success. A research study found that prior business experiences gave the entrepreneur market information, better social networks, and abilities (Carr and Sequeira 2007). This experience may give the entrepreneur better decision-making skills and the ability to manage challenges. Furthermore, researchers have acknowledged that individuals with previous business experience possess a more profound comprehension of market dynamics and customer requirements. This knowledge empowers them to formulate and implement more effective business strategies (Minniti, Bygrave, and Autio 2005).

H4—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of entrepreneurial experience and its impact on entrepreneurial venture success.

Methodology

The study used a quantitative deductive methodology, which implies that it began with an established theory (in this case, the Resource-Based View theory) (Hyde 2000). It tested it using information gathered from 136 entrepreneurs in Oman. With this strategy, a hypothesis is created based on an existing theory, data is collected to test the hypothesis, and the data is then analyzed to derive conclusions about the theory.

Entrepreneurs in Oman who were Omani and foreign nationals (expatriates) served as the study's sampling unit. As a result, the study concentrated on business owners who were either Omani nationals or expatriates operating their enterprises in Oman. Due to the difficulty in obtaining a sampling frame, nonprobability convenience sampling was utilized in the study. Nonprobability sampling is a sort of convenience sampling where the sample is chosen depending on the researcher's convenience. In this instance, it is possible that the researchers chose business owners who were accessible and open to participating in the study. Because particular groups may be underrepresented or overrepresented in the sample, convenience sampling has the drawback that it may not be representative of the greater population.

Instrument Development

The questionnaire was made up of six sections: demographic information (five questions), innovativeness (six questions), family background (five questions), marketing orientation (seven questions), prior entrepreneurial experience (eight questions), and entrepreneurial

venture success (six questions). Sections two to six were made up of five-point Likert scale questions.

Respondents Profile

The demographic details were analyzed using descriptive statistics. Most of the 136 participants were identified as males, comprising 82.4% of the sample, whereas females constituted 17.6%. The study participants were classified into three distinct age groups, namely 31–40 (constituting 16.2% of the sample), 41–50 (comprising 62.5% of the sample), and over 50 years (constituting 21.3% of the sample). The distribution of respondents across different nationalities was as follows: 51.4% ($n = 70$) were expatriates, and 48.6% ($n = 66$) were Omani nationals.

Table 1: Demographic of Respondents

<i>Variable</i>	<i>Frequency</i>	<i>(%)</i>
<i>Gender</i>		
Male	112	82.4
Female	24	17.6
<i>Age</i>		
31–40 years	22	16.2
41–50 years	85	62.5
Over 50 years	29	21.3
<i>Nationality</i>		
Expatriate	70	51.4
Omani	66	48.5

Data Analysis

The data analysis process began by checking for any impermissible values, missing data, and outliers using IBM SPSS version 25. The analysis found eleven outliers that were not removed because they were determined to represent genuine observations.

The data’s normality was evaluated by examining the Kurtosis and Skewness Z value, which should fall within the range of -1.96 to $+1.96$ (Cramer and Howitt 2004). Additionally, the Shapiro–Wilk test p value was considered, with a p value above 0.05 indicating normality (Shapiro–Wilk Test for Normality 2007). The normality test results can be found in Table 2.

Table 2: Normality Test

<i>Construct</i>	<i>Skewness Z Values</i>	<i>Kurtosis Z Values</i>	<i>Shapiro–Wilk (Sig)</i>
Innovativeness	0.52	−1.65	0.06
Family Background	−0.99	1.42	0.16
Marketing Orientation	−1.36	0.59	0.33
Prior Entrepreneurial Experience	−0.79	1.59	0.19
Entrepreneurial Venture Success	−0.94	0.68	0.12

The normality tests suggest that the data for the variables followed a normal distribution, based on the Skewness Z values, Kurtosis Z values, and Shapiro–Wilk test.

The internal reliability of the subscales was evaluated by examining Cronbach’s alpha for each of the subscales. The study adhered to the minimum value of 0.7 for Cronbach’s alpha, as suggested for basic research (Cortina 1993).

Table 3: Initial Internal Reliability Scores—Cronbach’s Alpha

<i>Item No.</i>	<i>Subscale</i>	<i>Initial Number of Items</i>	<i>Items Deleted</i>	<i>The Final Number of Items</i>	<i>Cronbach’s Alpha</i>
1	Innovativeness	6		6	0.910
2	Family Background	5		5	0.848
3	Marketing Orientation	7		7	0.881
4	Prior Entrepreneurial Experience	8		8	0.926
5	Entrepreneurial Venture Success	6		6	0.896

The internal reliability test for each subscale was: Innovativeness of six items ($\alpha = 0.910$), Family Background of five items ($\alpha = 0.848$), Marketing Orientation of seven items ($\alpha = 0.881$), Prior Entrepreneurial Experience of eight items ($\alpha = 0.926$), Entrepreneurial Venture Success of six items ($\alpha = 0.896$).

An exploratory factor analysis was conducted to determine the validity of the measurement instrument. An analysis was performed on data collected from 136 participants, using a principal component analysis with a direct oblimin rotation of 32 on the 32 items from the questionnaire. The Kaiser–Meyer Olkin measure indicated that the sample was factorable ($KMO = 0.780$), and Bartlett’s test of sphericity yielded a significant result ($p < 0.001$). Here are the component loadings for each construct.

Table 4: Exploratory Factor Analysis—Pattern Matrix

	<i>Component</i>				
	1	2	3	4	5
S1Q1	0.777	0.059	0.176	0.146	0.073
S1Q2	0.820	0.022	−0.017	0.057	−0.030
S1Q3	0.690	−0.130	−0.320	−0.003	0.064
S1Q4	0.785	−0.129	−0.139	−0.016	0.113
S1Q5	0.673	−0.104	−0.300	0.016	0.147
S1Q6	0.703	−0.017	−0.052	−0.077	0.239
S2Q1	0.035	−0.042	0.141	0.130	0.718
S2Q2	−0.088	−0.023	0.037	0.037	0.821
S2Q3	0.152	0.152	−0.081	−0.132	0.814
S2Q4	0.112	0.067	−0.044	−0.002	0.749
S2Q5	0.186	−0.216	0.098	0.003	0.692
S3Q2	−0.111	0.105	−0.809	0.045	0.092
S3Q3	0.349	−0.127	−0.510	−0.036	−0.027
S3Q4	−0.040	0.021	−0.861	0.097	−0.015
S3Q5	0.073	−0.033	−0.833	0.068	0.009
S3Q6	0.169	−0.032	−0.824	−0.050	−0.122
S3Q7	0.226	−0.092	−0.686	0.008	−0.115
S4Q1	0.064	−0.726	−0.115	−0.021	0.108
S4Q2	0.102	−0.793	0.119	−0.019	−0.001
S4Q3	0.044	−0.825	0.139	−0.082	−0.021
S4Q4	0.074	−0.849	0.051	0.075	−0.089
S4Q5	0.129	−0.838	0.108	−0.024	−0.029
S4Q6	−0.134	−0.802	−0.189	−0.067	−0.004
S4Q7	−0.001	−0.888	−0.024	−0.020	−0.039
S4Q8	−0.117	−0.754	−0.067	0.134	0.112
S5Q1	0.355	0.141	0.079	0.746	−0.145
S5Q2	0.149	−0.127	0.038	0.893	−0.127
S5Q3	0.088	−0.116	0.028	0.851	−0.011
S5Q4	−0.188	0.135	−0.090	0.667	0.283
S5Q5	−0.199	0.085	−0.184	0.758	0.191
S5Q6	−0.206	−0.018	−0.208	0.748	0.228

Note: The shaded cells illustrate the factor loading for each construct.

The hypothesis testing was conducted using Structural Equation Modeling, following the two-stage approach suggested by Anderson and Gerbing (1988). The first stage involves the development of an overall measurement model, while the second stage focuses on creating a structural model to test the hypothesis. The figure below demonstrates the measurement model as a whole.

The overall measurement model of the research is illustrated below:

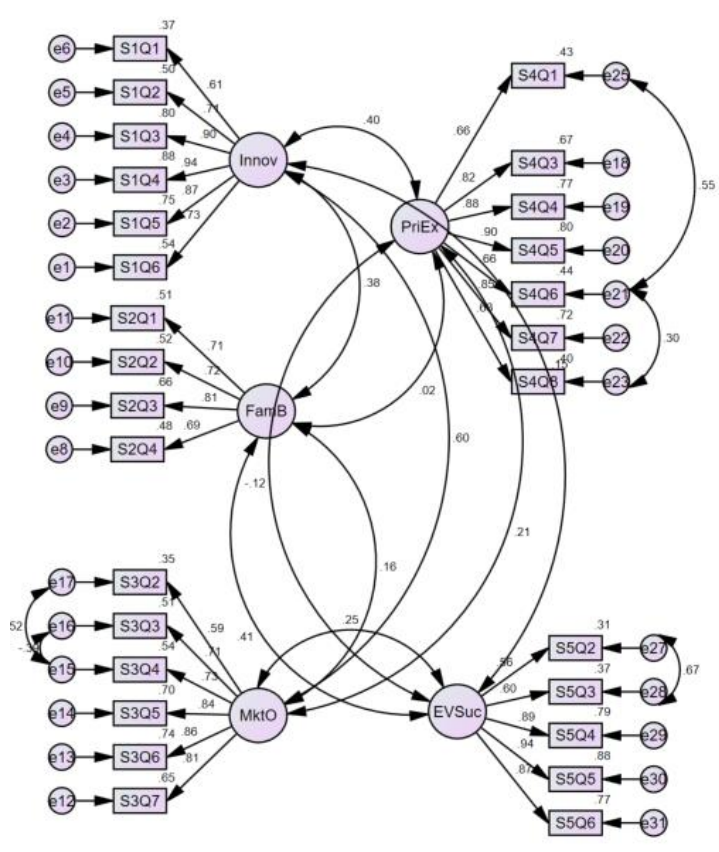


Figure 1: Overall Measurement Model
Source: Mohamed Hashim 2024

Factor loadings were evaluated for each item as part of the confirmatory factor analysis. There were no items removed as their factor loadings were not below 0.5. The model fit measures were used to evaluate the model's overall goodness of fit. The values for CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA were all within the commonly accepted levels (Bagozzi and Yi 1988; Bentler 1990; Hair, Ortinau, and Harrison 2010; Hu and Bentler 1998; Schumacker and Lomax 2004). The initial measurement model showed a strong fit for the

data, as indicated by the following statistics: CMIN/df = 1.233, GFI = 0.920, CFI = 0.916, TLI = 0.941, SRMR = 0.058, and RMSEA = 0.042.

Table 5: Measurement Model Fit Indices

<i>Fit Indices</i>	<i>Recommended Vales</i>	<i>Source</i>	<i>Obtained Values</i>
P	Insignificant	Bagozzi and Yi (1988)	0.000
CMIN (chi-square/ df)	3–5	Schumacker and Lomax (2004)	1.233
GFI	>0.90	Hair, Ortinau, and Harrison (2010)	0.920
CFI	>0.90	Bentler (1990)	0.916
TLI	>0.90	Bentler (1990)	0.941
SRMR	<0.08	Hu and Bentler (1998)	0.058
RMSEA	<0.08	Hu and Bentler (1998)	0.042

Convergent Validity

Convergent validity is concerned with the extent to which various measures of a construct that are expected to be related, actually demonstrate a relationship. We will evaluate the convergent validity by utilizing the Average Variance Extracted (AVE). The AVE represents the proportion of the indicator’s variance that can be attributed to the underlying latent variable.

A value greater than 0.5 will provide evidence of convergent validity, according to Bagozzi and Yi (1988). Here is a table that shows the convergent validity for each construct.

Table 6: Convergent Validity Scores

<i>Item #</i>	<i>Subscale</i>	<i># of Items</i>	<i>Items Deleted</i>	<i>AVE</i>	<i>CR</i>
1	Innovativeness	6		0.521	1.104
2	Family Background	4		0.627	0.86
3	Marketing Orientation	6		0.578	0.831
4	Prior Entrepreneurial Experience	7		0.534	0.862
5	Entrepreneurial Venture Success	5		0.566	1.106

The convergent validity for each construct was as follows: Innovativeness had six items with an AVE of 0.521, Family Background had four items with an AVE of 0.627, Marketing Orientation had six items with an AVE of 0.578, Prior Entrepreneurial Experience had seven items with an AVE of 0.534, and Entrepreneurial Venture Success had five items with an AVE of 0.566. It is preferable for the AVE to be higher than 0.5.

The structural model is as follows:

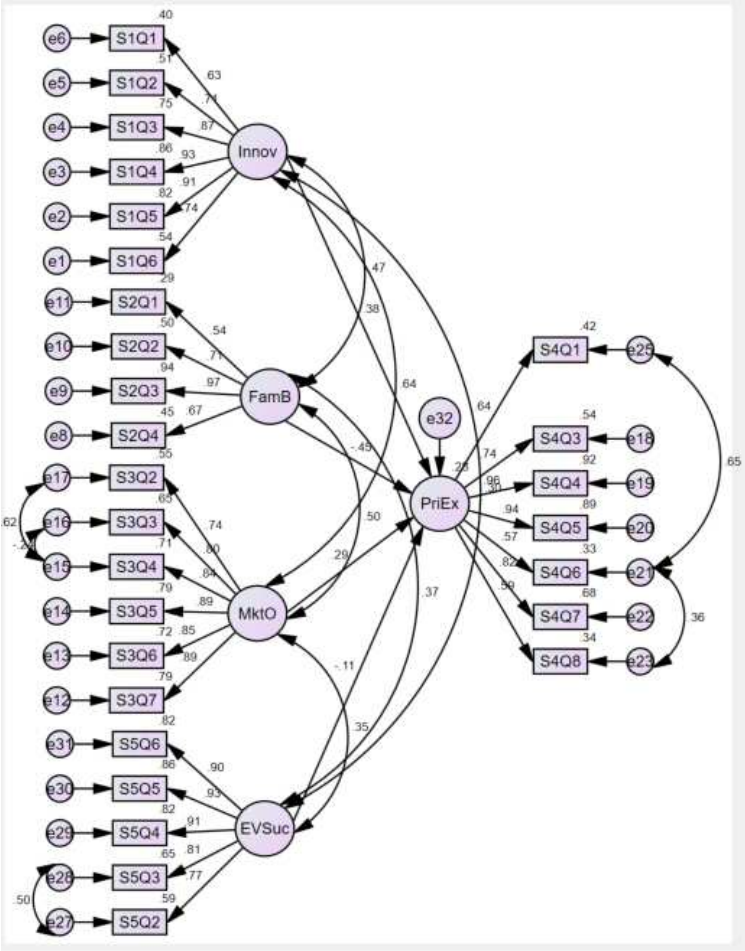


Figure 2: Structural Model
Source: Al Muniri 2023

The hypothesis in this research project was tested using a structural equation model generated through AMOS. An ideal fit model is considered acceptable when the values of CMIN/df, the Goodness of Fit Indices (GFI) (Hair, Ortinau, and Harrison 2010), Tucker Lewis Index (TLI), and Confirmatory Fit Indices (CFI), exceed 0.90 (Bentler 1990; Hair, Ortinau, and Harrison 2010). Furthermore, a suitable fit model was considered acceptable if the calculated values of the Standardized Root Mean Square Residuals (SRMR) were below 0.08 (Hu and Bentler 1998), and the RMSEA fell within the range of 0.05 to 0.08 (Hair, Ortinau, and Harrison 2010). The fit indices of the model displayed in the table below are

within the acceptable range: CMIN/df = 1.369, GFI = 0.909, CFI = 0.946, TLI = 0.915, SRMR = 0.066, and RMSEA = 0.041.

The squared multiple correlation was 0.268 for entrepreneurial intention; this shows that a 26.8% variance in Entrepreneurial Venture Success accounted for Innovativeness, Family Background, Marketing Orientation, and Prior Entrepreneurial Experience.

Two groups, Omani Nationals ($n = 66$) and Expatriates ($n = 70$) were analyzed to determine the relationship between innovativeness and its impact on entrepreneurial venture success. The strength of the association between innovativeness and entrepreneurial venture success in the two groups was compared using a multi-group analysis. Analysis indicated a statistically significant difference between the two groups (CMIN = 1.135, $p < 0.001$). The Omani nationals and expatriate groups both illustrated that a relationship existed between innovation and entrepreneurial venture success. Nevertheless, the analysis results indicated a stronger relationship was found among the expatriates in comparison with Omani nationals. Accordingly, the results of the analysis were; Omani nationals ($b = 0.21$ and $p < 0.001$) and for expatriates ($b = 0.32$ and $p < 0.001$).

Furthermore, the two groups, Omani nationals and expatriates, were analyzed to assess the relationship between family background and its impact on entrepreneurial venture success. The results of the analysis revealed that there was a significant relationship between family background and its impact on entrepreneurial venture success for Omani nationals ($b = 0.11$, $p < 0.001$) and for expatriates ($b = 0.12$, $p < 0.001$). It is important to note that the expatriates showed a stronger relationship than the Omani nationals. In addition, a multi-group analysis revealed that there was a significant difference between strengths of the relationship between the two groups (CMIN = 1.201, $p = 0.273$).

Moreover, the two groups, Omani nationals and expatriates, were analyzed to assess the relationship between marketing orientation and its impact on entrepreneurial venture success. The results of the analysis revealed that there was a significant relationship between marketing orientation and its impact on entrepreneurial venture success for Omani nationals ($b = 0.31$, $p < 0.001$) and for expatriates ($b = 0.43$, $p < 0.001$). It is important to note that the expatriates showed a stronger relationship than the Omani nationals. In addition, a multi-group analysis revealed that there was a significant difference between strengths of the relationship between the two groups (CMIN = 1.833, $p = 0.176$).

Furthermore, the two groups, Omani nationals and expatriates, were analyzed to assess the relationship between entrepreneurial experience and its impact on entrepreneurial venture success. The results of the analysis revealed that there was a significant relationship between marketing orientation and its impact on entrepreneurial venture success for Omani nationals ($b = 0.23$, $p < 0.001$) and for expatriates ($b = 0.25$, $p < 0.001$). It is important to note that the expatriates showed a stronger relationship than the Omani nationals. In addition, a

multi-group analysis revealed that there was a significant difference between strengths of the relationship between the two groups ($\text{CMIN} = 1.125, p < 0.001$).

Findings and Discussions

The finding supported Hypothesis 1—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of innovativeness and its impact on entrepreneurial venture success. A substantial number of studies revealed a positive relationship between innovation and the successful entrepreneurship ventures. A study by Keh et al. (2007) involving 200 technological start-ups found that innovativeness proved a driving force for success in entrepreneurial ventures. However, it is essential to note that not all new business ventures may find a relationship between innovation and venture success. For example, some studies have revealed that there can be diminishing returns on innovation beyond a certain point (Jansen, Van den Bosch, and Volberda 2005).

The findings support Hypothesis 2—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of background and its impact on entrepreneurial venture success. Sciascia and Mazzola (2008), in a study that looked at 381 entrepreneurs who have an entrepreneurial family background and who do not have an entrepreneurial family background, found a significant difference between groups relating to the influence of family on entrepreneurial success. Similarly, Bae et al. (2014) found no statistically significant difference between first-generation and multi-generational entrepreneurs in their research of 170 entrepreneurs on the influence of family history on entrepreneurial success.

Hypothesis 3—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of marketing orientation and its impact on entrepreneurial venture success, which was not supported by the research findings. Caruana and Ewing (2010) found no statistically significant difference in the degree of market orientation between high-performing and low-performing organizations in their research of 214 small and medium-sized businesses. In a similar study by O'cass and Ngo (2007), no statistically significant difference was found in the degree of market orientation between successful and failed enterprises in their analyses of 127 firms.

Hypothesis 4—There is a significant difference between groups (Omani nationals and expatriates residing in Oman) in terms of entrepreneurial experience and its impact on entrepreneurial venture success was supported by the research findings. A study examined how entrepreneurial experience affected the success of businesses in developing nations. The authors discovered that business owners having prior expertise in the same field as their enterprise had higher success rates than those without it. Additionally, they found that entrepreneurs who began their businesses in nations with weak institutional development

saw a stronger impact from prior entrepreneurial experience on the success of their ventures (Ahlstrom and Bruton 2009).

Contribution of the Study

The study offers valuable insights into the entrepreneurial environment in Oman, with a specific focus on Omani nationals and expatriates. Furthermore, the study helps improve our understanding and enhance our knowledge of how the two groups differ in marketing orientation, innovation, and entrepreneurial experience.

Authors such as Moriano et al. (2012) propose that there is a gap in the academic literature on the area of cultural entrepreneurship. This research project helps fill this knowledge gap as it considers the differences between the culturally diverse groups of Omani nationals and expatriates in the context of entrepreneurial venture success and its antecedent factors.

Entrepreneurship research has recently gained significant attention, leading to a deeper understanding of this subject area. However, a limited number of research studies have examined the group differences when accessing entrepreneurial venture success. Due to the lack of literature in this area, there has been limited understanding of group dynamics and its effects on entrepreneurial venture success. This research study will help shed light on this area.

Sarasvathy (2001) made the case that looking at how cultural variations affect entrepreneurial behavior and outcomes is essential. Similarly, Shane and Venkataraman (2000) recommended a deeper investigation into the interactions between personal and external variables that affect entrepreneurial engagement. Despite these calls for research, there has not been a lot of empirical work looking at differences between groups in the success of entrepreneurial ventures. This study will help fill the knowledge gap in terms of the group differences in relation to antecedent factors to venture success.

These findings have significant ramifications for Oman's policymakers and practitioners since they show how crucial it is to support and promote local business owners, especially when developing an innovative culture. Additionally, the results imply that foreign business owners might gain more exposure to local context and culture to comprehend better the particular opportunities and challenges of the Omani market.

There is a significant difference between groups (Omani national and expatriates residing in Oman) in terms of entrepreneurial experience, and its impact on entrepreneurial venture success has significant policy and practice ramifications for Oman since they emphasize the necessity to encourage and support local business owners, especially as they develop their entrepreneurial experience.

Limitations of the Study and Future Directions

One of the limitations of the study arises from the dependence on quantitative data, which may not fully explain human experiences and perspectives. Moreover, the study exclusively

focusing on Oman may limit the applicability of the results to other countries, underscoring the need for future studies to investigate comparable dynamics.

Due to time and resource constraints, a small sample of responders was considered, which is a potential drawback of this study. The study's conclusions would have been more broadly applicable if a probability sample approach had been utilized rather than a nonprobability sampling method.

The lack of previous research in the area of cultural entrepreneurship limited the researcher from comparing the research findings of this study with similar research projects, thereby better understanding the research findings.

Understanding the antecedent factors that affect entrepreneurial venture success was vital while considering the differences between Omanis and expatriates. Additional variables could have been considered in this research project, which would have enhanced the research findings. These variables could have been considered include: (1) institutional factors such as governmental policies and entrepreneurial assistance programs, (2) cultural factors such as risk-taking potential, (3) industry-specific factors include access to resources and level of completion, (4) social networks in a collective society found in Oman, (5) comparison between other countries, such as other Middle Eastern countries.

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ABOUT THE AUTHORS

Mr. Mohamed Wahish Hashim: Lecturer at the College of Business, University of Buraimi, Oman

Corresponding Author's Email: Mohamed.w@uob.edu.om

Dr. Ilya Bystrov: Assistant Professor at the College of Business, University of Buraimi, Oman

Email: ilya.b@uob.edu.om

Dr. F. A. Thawabieh: Associate Professor at Modern College of Business and Science, Oman

Email: fawaz.thawabieh@mcbs.edu.om

Dr. Farzaneh Yarahmadi: Assistant Professor at Oman Tourism College, Oman

Email: farzaneh.yarahmadi@otc.edu.om