

The Entrepreneur is the Source of Sustainability of his Very Small Business in Morocco: An Attempt of Determinants Modeling

Said ADDA¹, Jalila AIT SOUDANE²

PhD student, Faculty of Economic and Social Legal Sciences, Agdal, Mohammed V University of Rabat, Morocco
Laboratory "Doctoral School in Management Sciences"
said.adda4[at]gmail.com

Professor of Higher Education, Faculty of Legal, Economic and Social Sciences, Agdal Mohammed V University of Rabat, Laboratory "Doctoral School in Management Sciences"
aitsoudane[at]gmail.com

Abstract: *The success or failure of these very small businesses is usually explained by many factors that are usually behind this trend, it is often actually a question of ensuring the survival and even the sustainability of these very small structures that is being the challenge of any entrepreneur while ensuring his objectives, expectations and aspirations (Marchesnay (2003)), and too his entrepreneurial orientation (Thurik R et al. (2016)). However, to be sustainable can only be if these structures have a management mode that has to be relevant, specific and especially characteristic to small businesses and not to others size (Foliard, (2016)). The entrepreneur must have all the necessary skills in order to succeed in sustaining his business. The main objectif of this paper is to make a contribution to an insufficiently explored theme while its stake seems fundamental. It attempts to better discover the dimensions of a model specific to the characteristics of the entrepreneur that achieve the sustainability of his very small business and to characterize those of the businesses that have failed in relation to the factors that hinder their sustainability.*

Keywords: very small businesses, entrepreneur, sustainability, skills, survival.

1. Introduction

The sustainability phenomenon of very small enterprises (VSP) acronym that we will be used later to designate the word, abounds throughout the world of extraordinary examples of the company's success that having marked as well their loans on the dynamism of the growth of economies that places them as entities able to take challenges and responding to major economic and social horizons. Thanks to their small size, these very small companies constitute an essential pillar of development and have a revolutionary importance that no one can deny their roles in the growth and development of states in all directions (Arlotto, Jacques, et al (2011)). The virtues are enormous, starting from the flexibility, the resilience and the simple mode of management giving them a capacity to guard and protect themselves against the shocks and crises of the environment in which they evolve (Torres (1997)), this type of companies have just certified their resistance at the time of the crises that shook the international financial system and were able to take over employments when large companies began to lay off staff (Torres (2002)). In this case, small businesses according to Olivier Torrès are considered as businesses with multiple virtues: adaptability, flexibility, creativity, friendly working atmosphere, etc. Penrose looked at the question from another point of view by highlighting the interstices taken up by SMEs to fulfil needs that cannot be fulfilled by bigger units Julien, P. A. (1993). They make up between 95% and 98% of the companies listed (therefore, not taking into account unlisted units, etc.) in most countries of the world (Marchesnay, (2003)). However, despite their virtues, these very small businesses experience early death rates from their first years

of creation (Levratto (2011)), for many of them are confronted to difficulties and disappear quickly especially at times of crises such as COVID 19 or in a similar pandemic while others succeed and emerge.

The very small company is distinguished by a specific and different configuration compared to the large structure, whereby it's possible to notify a certain difference between the managerial visions of the large company in comparison with that of the VSE (Julien, (2016) Torres, (1998) Marchesnay, (2003) Foliard, (2010), Ferrier, (2002)). Created and managed by an entrepreneur or by his closest family members, between this type of organization and that of the large structure, the management mode, within them, it seems paradoxical and different (Foliard, (2016)). It is clear that this management method is often the source of the performance and sustainability of all companies, including very small businesses (Charreaux (1998)).

In Morocco, like other developing countries, characterized by a productive fabric predominantly constituting by small businesses in its economy, thus a virtual social and economic stability through employment and boosting growth is carried out (HCP (2013)). However, these very small businesses remain partly subject to an informal framework, which, can cause, by the way, a certain fragility and the low quality of their products or services. However, statistics show clearly that this type of business disappears from their first years of creation, leading to the question about the reasons and factors responsible. It is clear that the entrepreneur is almost responsible for, because very good management style is only the result of a good entrepreneur who is able to steer his ship during difficult storms.

A recent literature now focuses on specifying these organizations in order to offer them a better conceptual model. As part of this work, this paper aims to provide an explanatory framework for the sustainability of VSE based on entrepreneur while taking the type of VSE and their great heterogeneity into account. The current context and the situation of very small businesses in Morocco as in other similar countries remain linked to the issue of survival, growth or at most to the sustainability, the statistics show clearly that they run a risk of failure, for which Info risk is sounding the alarm on the early disappearances in each year that the number of failures according to the same Inforisk¹ source it is increasing from 2,760 in 2010 to 4,373 in 2013, and to 5,783 in 2015 but to more than 8,020 in 2017.

Based on the framework of the theory of competence more enriched or consolidated by the theory of the entrepreneur, our objective is always to research the responsibility of the entrepreneur behind the sustainability of his business. In order to carry out this study, a questionnaire for surveys of very small businesses sample is necessary, it involves both successful businesses and then those that have failed. Thus, by comparing the two scenarios, the objective is to present a framework based on a modeling of the entrepreneur skills factors likely to explain the sustainability of his VSEs. Our central question is clearly defined on the origin of the sustainability of the VSE question focused on the skills of the entrepreneur as responsible in the success or failure of his very small business.

After a review of the literature devoted to this question, we will present the methodological aspects of our work then the results and finally the conclusion.

2. Theoretical framework: the entrepreneur, the very small business and the theory of fundamental competencies

2.1 From entrepreneur to very small business

The companies concerned in this paper are qualified as very small according to the definitions of the quantitative and qualitative approach that we can in the matter mention certain details, starting with the so-called qualitative whereby the structure and independence of the company have a distinctive aspect that is distinguished by a simple structure as described by H. Mahe de Boislandelle (Mahe, 1998) who proposes five different forms of SME by shedded light on the simple structure which is distinguishing the very small company as a reduced hierarchical top that is often limited to a single person (the manager), a very short hierarchical line, and to a technostructure that is often confused with the hierarchical line and non-existent or external logistical support. However, as for the quantitative approach, it must be based on the number of employees, balance sheet and turnover (Ferrier (2002)).

The very small enterprise is therefore an organization created by an entrepreneur or entrepreneurs in order to

exploit a market, it is a structure whose objective is intimately linked to the entrepreneur himself. The definition of entrepreneurship expressly affirms this when Fayolle and Messeghem (2011) define entrepreneurship as: “« un processus de recherche, de poursuite et d'exploitation d'opportunités, effectué par un entrepreneur ou une équipe entrepreneuriale, qui, dans le cadre d'une création, d'une reprise ou d'un développement d'activités, développe une organisation mettant en œuvre une vision stratégique et contribuant à créer de la valeur ».” This definition refers clearly to the establishment of an organization for the creation of value, which is undoubtedly having an objective in order to ensure a commonly agreed profit within firms. Further, economic theory usually considers entrepreneurs as individuals who innovate and render aging technologies obsolete (Schumpeter, 1942), take economic risks ((Knight (1921); Kihlstrom and Laffont (1979); Kanbur (1979), and Jovanovic (1979)), or are considered jacks-of-all-trades in the sense that they have a broad skill set ((Lazear, 2005) Hurst, E., & Pugsley, B. W. (2011)). Moreover, an entrepreneur, whose business is entrepreneurship is a “go-getter”, the person who moves the business world forward and making it more productive, cost efficient, economical and abundant. Entrepreneurship is dynamic risk taking, creative growth-oriented behavior (Mehmood, Tariq, et al, 2019). Also “An entrepreneur is willing to pursue opportunities in situations others view as problems or threats” (Schermerhorn Jr, 2008). The literature is now rich and it is widely acknowledged that the field of entrepreneurship lacks a single unified and accepted framework for the term of entrepreneur.

However, whatever this entrepreneur-owner-manager, the trait approach defines the entrepreneur on what is, that means a set of specific and particular qualities that distinguish him, this current or mainstream prevailed until the middle 1980s (D. Greenberger and D. Sexton, 1988; W. Gartner, 1988; K. Shaver and L. Scott, 1991), subsequently the behaviorist approach or praxeological approach of the entrepreneur is coming out to define him on what the entrepreneur does, this approach is ambivalent and mostly limited to the facts and not to the traits of the entrepreneur (Gartner, 1988), it is a mainstream of research that was conceived in the 1990s. Also, to identify an entrepreneur from that of a non-entrepreneur, all these approaches focus their perspective on the static qualities of the entrepreneur's personality as well as the dynamic ones of his behavior, the success of the company is therefore attributed to the behavior of the entrepreneur, that means his skills he has (G. Chandler and E. Jansen, 1992; L. Herron and R. Robinson, 1993; G. Chandler and S. Hanks, 1994; N. Carter et al, 1996; G.-A. Alsoset L. Kolvereid, 1998; Th. Verstraete, 1999; C. Schmitt, 2003). Besides, Frank YANSSEN (2016) specifies that no absolute scientific psychological profile of the entrepreneur has been established to date, in this sense, all works and researches has not yet predicted entrepreneurial behavior. Rather, these are just characteristics common to "successful" individuals, whether they are entrepreneurs, managers or otherwise (Boyd and Vozikis, 1994).

Without having arrived at a shared and agreed reasoning on the sustainability which is often sought by several traditional

¹ Inforisk: An information platform on business weather, it is a partner for public bodies and institutions.

VSEs that constitute the majority of Moroccan VSEs out of all the existing VSEs, this later in its first aim, seeks the survival and the sustainability instead of growth or development, because most of them are known by a kind of reluctance that slows them down to grow (Torrès, 1998).

Indeed, the development of the organization is already mentioned in the definition of Fayolle and Messeghembut without alluding to sustainability as a major goal of all small traditional businesses (Mahe, 1998). In addition, referring to Julien and Marchesnay (1996) the notion of sustainability has just been pointed out, according to these authors, three major socioeconomic aspirations of the entrepreneur: the sustainability of the business, specifying the hope of passing it on to a member of the family, independence and growth. On the basis of these aspirations, they distinguish two logics of action and identify two main types of entrepreneurs. It is ultimately about the entrepreneur's aspiration that the concept of sustainability has been understood as the challenge that entrepreneurs particularly in small businesses try to keep.

The first, called in French "PIC entrepreneur" (Pérennité, indépendance, croissance) translated in English as (sustainability, independence, growth), aims above all to accumulate wealth and places the sustainability of his company in the foreground. As a result, he seeks to remain independent and refuses contributions of external capital to the company. The growth of his business will be reactive, that is, he will only accept it to the extent when it does not threaten the sustainability of the business and its independence.

The second, called "CAP" (croissance, autonomie, pérennité) as in English (growth, autonomy, sustainability) favors a logic of entrepreneurial action and aims for strong growth. If he wishes to retain decision-making autonomy, financial independence is of little concern to him.

Indeed, the synthesis leads to the conclusion that any business is intrinsically linked to the goal of its entrepreneur. Notwithstanding the other aspirations, sustainability remains in both cases eminent and constitutes the focal point for any entrepreneur although the large dependence of the entrepreneurship on the creation of new organizations, that the survival is the first concern of the entrepreneur before starting to think about the sustainability, even so for the development of his organization.

2.2 The entrepreneur-owner-manager: vision focused on human capital

Based on the above, sustainability or survival over several years is the major concern of any entrepreneur (Julien and Marchesnay, 1996), it is a question of enduring over a long period his activities over time, this concept of sustainability according to the definition of Petit Larousse 1906 is a "character, state of what lasts always or very long", and according to Cambridge Dictionary is "the quality of being able to continue over a period of time". This leads us to consider the sustainability as a question of survival for a period of time often limited to five or eight years and more (McDougall et al. al., 1992; McDougall and Robinson,

1990; Galbraith and De Noble, 1992; Covin and Slevin, 1989), the length of time can also extend to more than eight years Mignon, S (2009). This entrepreneur must have the basic conditions and the necessary skills to succeed in this bet, success remains a bet to make any project sustainable. The cornerstone of the company's situation is certainly the entrepreneur, represented as human capital able to succeed and therefore to ensure the sustainability of his business. According to Investopedia defines more precisely the concept of human capital and indicates that "*Human capital is an intangible asset or quality not listed on a company's balance sheet. It can be classified as the economic value of a worker's experience and skills. This includes assets like education, training, intelligence, skills, health, and other things employers value such as loyalty and punctuality*", besides of this definition, it seems there is in the sense an intersection between more author's definitions (Stiglitz Joseph et alii, 2007), the Human capital is therefore the set of skills, qualifications and other capacities possessed by an individual for productive purposes. It can be innate or acquired during school, university or professional experience, through the transmission of knowledge. Knowledge and skills. Initial human capital takes forms such as intelligence, physical strength or knowledge transmitted by the family. It responds more to genetic or family factors than to economic factors and is assumed to be not very flexible over time (Simonnet, (2003)). Schultz explains this theory in these terms "*Although it is obvious that people acquire useful skills and knowledge, it is not obvious these skills and knowledge are a form of capital that this later capital is in substantial part a product of deliberate investment*" (Schultz, 1961, p1)

These definitions of human capital show clearly its influence both on research in entrepreneurship as item that could be a factor of the company's destiny. Lucas (1988) indicates that human capital is the main variable that influences economic development, T. Man et al (2002) agree with the same idea and specify that success in a trade is purely attributed to the skills of the entrepreneur, whether they are personality traits, skills and knowledge as these are often influenced by experience, training, social status and other variables demographic variables. All these last definitions are aligned within the framework of a competencies approach which try to agree on the definition of this concept despite its complexity to define, noting that psychologists were the first to use the concept of competence, when they tried (White, 1959); competence is: "*individual, heterogeneous, contextualized, dynamic and scientific*" (Oiry, 2005, p. 22). It seems that this notion of competence is implicitly consensual, giving the impression, when in its meaning, to the mastery of something that everyone apprehends as the notion of mastering a trade or an object or something else. However, in to the contrary, the literature reveals very contrasting conceptions through definitions of an abundance of diversity. Nevertheless, several authors have already helped to clarify certain dividing lines relating to the definitions and / or conceptions of competence (Aubret, Gilbert, & Pigeyre, 1993; Bellier, 1999 b; Pastré, 1999; Leplat, 2000; Lichtenberger, 2003; Gilbert, 2006; Koeppen, Hartig, Klieme, & Leutner, 2008), this predicts that this competence approach is indeed grasped in its character of mastery of a trade or an object... etc. The authors of the

Entrepreneurial School argue that entrepreneurial skills are a source of sustainability for VSEs, but how is this skill acquired? Training and education provide a skill (Perrenoud, 1999; Baillé & Raby, 2003; Crahay, 2006; Jonnaert, 2006; Carette, 2007), experience, age are also, Van Praag (1996, 2003) tried to explore the relationships that may exist between elements of human capital such as the age of the entrepreneur, his level of education or his experience and even also the gender approach linked to the characteristics of the entrepreneur and the success or survival of the new business. The fact remains that the authors try to cite human capital, which refers to the notion of entrepreneurial competence as a source of business success and survival. Indeed, the theory of resources and skills is intended to be an approach that explains that the sustainability and performance of a company regardless of its size can only take place when there is an optimal harmonization in the provision of skills resources.

Without claiming to be exhaustive, the theories presented above are unanimous that the characteristics of the entrepreneur could explain the success and the survival of the company and especially very small companies. However, a question of the entrepreneur's gender is put into perspective giving several sometimes antagonistic visions between those who claim a passivity of this approach towards the survival of the company and those who support the impact of the gender approach on business success. Thus, for Lamontagne and Thirion (2000) no significant impact on the success or survival of VSEs, Fabre and Kerjosse (2006) for their part argue that women are less successful than men. Indeed, between those who confirm and those who deny, the influence of gender on success is therefore more difficult to specify.

On the other side, the causes of the failures are explained by management problems and therefore by a lack of skills in consolidating and developing the project by the entrepreneur. T. El Mili (2006, p.96) argues, moreover, that "this group of skills is essential for the sustainability of the activity new created. Competence, whether innate or acquired, is therefore a source of sustainability» Jansen (2016). In this sense, there is a great diversity of approaches that are mobilized of which it is possible to give notice that the entrepreneur is at the center of these studies and proves to be a primordial theme in the study of the survival or the success of his young companies or generally of all companies including the oldest. It has also been shown by the theory of resources and a skill which considers the performance and sustainability of the company regardless of or its size as a consequence of its availability of skills resources that entrepreneur has.

These developments in the literature presented above thus lead us to ask our research question on the determinants relating to the characteristics of the entrepreneur as a source of sustainability for the very small business, our hypotheses concerning this article are formulated as follows:

- The age of the entrepreneur is a source of sustainability for the VSE
- Training is a source of sustainability for VSEs
- The experience is a source of sustainability for the VSE

- The number of previous creations is a source of sustainability for the TPE
- The gender of the entrepreneur or the gender approach is the source of the sustainability of the VSE.

3. Research Design and Development of a Conceptual Model

3.1 Methodology and description of the sample

The methodology that we are going to present here consists in highlighting the variables inspired from the above literature, some are qualitative and others are quantitative, the coding of these variables is obviously necessary to proceed with the use of the data, a survey is thus intended for VSEs through an online questionnaire administered to a set of VSEs from a regional list prepared by the National Agency for the Promotion of Employment and Skills² in its entrepreneurship component, this is a list which includes all the companies that have been created. These companies are qualified as very small in accordance with the definitions of the quantitative approach. Thus, on a list of 4657 cases, a number of 1330 was retained after having removed those which do not respect the conditions of the very small company or those which do not answer.

3.2 Choice of variables and development of the model

Based on the following criteria, we finally selected all the companies that meet the quantitative and qualitative conditions of a very small company whose creation date goes back more than five years in order to be reassured of their survival or sustainability. The literature presented above allowed us to identify the variables relating to the entrepreneur and competence.

The sample that is the subject of our study concerns very small businesses that have survived more than five years without omitting those that have failed to survive.

The variables relating to the competence of the enterprise can be translated into the number of years of experience and training acquired by the entrepreneur before or during the start-up of the enterprise, number of previous creations of enterprises. This skill would have an effect positive on the sustainability of the very small company which would have been explained by the variables cited in the following table 1 as well as their statistics:

² It is a public institution under the supervision of the Ministry of Labor and Professional Integration

Table 1: Presentation of the variables linked to the entrepreneur

Entrepreneur variables		Frequency	Percentage	Percentage valid	Cumulative Percentage
Age	Under 25	40	3,0	3,0	3,0
	Between 26-35	290	21,8	21,8	24,8
	Between 36-45	590	44,4	44,4	69,2
	Over 45	410	30,8	30,8	100,0
	Total	1330	100,0	100,0	
Experience	None	300	22,6	22,6	22,6
	Under one year	60	4,5	4,5	27,1
	Between 1-3	150	11,3	11,3	38,3
	Between 3-5	90	6,8	6,8	45,1
	Over 5	730	54,9	54,9	100,0
Number of previous business creations	None	740	55,6	55,6	55,6
	Once	320	24,1	24,1	79,7
	Twice	190	14,3	14,3	94,0
	More than twice	80	6,0	6,0	100,0
	Total	1330	100,0	100,0	
Training	Primary	290	21,8	21,8	21,8
	Secondary	330	24,8	24,8	46,6
	Specialized Technician or technician	210	15,8	15,8	62,4
	University or higher education	390	29,3	29,3	91,7
	Qualified training	80	6,0	6,0	97,7
	Specialized Technicien ou technicien University or higher education	10	0,8	0,8	98,5
	Without	20	1,5	1,5	100,0
	Total	1330	100,0	100,0	

On other side, the table 2 as below presents all variables with number of the ventures that constituting our sample and all observations are valid that any observation is missed

Table 2: Observation processing summary

	Valid		Missed Observations		Total	
	N	Percentage	N	Percentage	N	Percentage
Survival * AGE	1330	100,0%	0	0,0%	1330	100,0%
Survival * Exp	1330	100,0%	0	0,0%	1330	100,0%
Survival * NBRCREA[1]	1330	100,0%	0	0,0%	1330	100,0%
Survival * Training	1330	100,0%	0	0,0%	1330	100,0%
Survival * Gender	1330	100,0%	0	0,0%	1330	100,0%

[1] Number of previous business creation

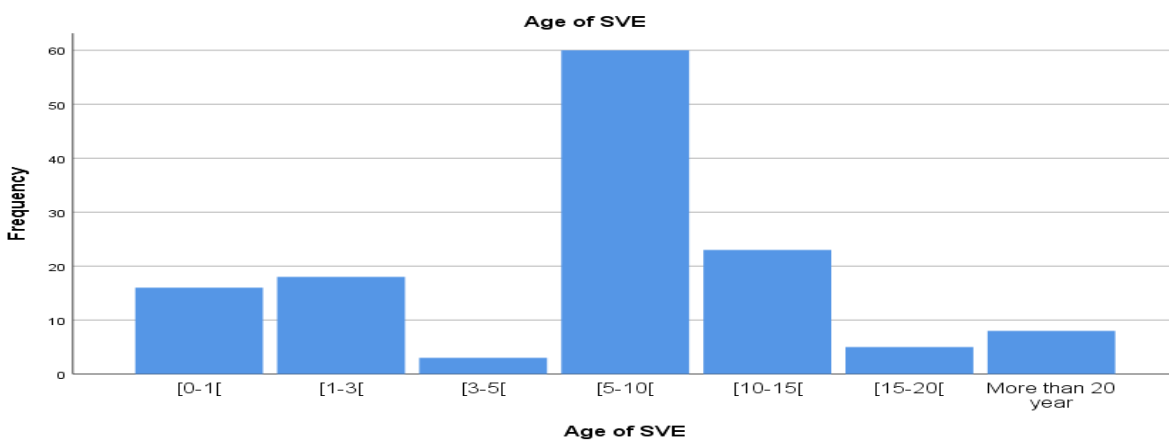


Figure 1: The frequency of the SVE Age

It seems that according to graph the figure 1 above that the dominant age is that which is between 5 and 10 years. For the VSEs that are less than one year and those between one year and three years are almost equal.

3.2.1 Choice of method and coding of variables

According to the above, the variables concerned are some qualitative and some others quantitative, with a binary qualitative dependent variable, our analysis will depend on our objective which will justify our choice, the logistic regression method turns out to be more suitable for allowing a modeling of our work. This model makes it possible to estimate the strength of the association between a qualitative two-class (dichotomous) variable called the dependent variable, and variables that can be qualitative or quantitative called explanatory or independent variables. The dependent variable on the one hand is the occurrence or not of the studied event, on the other hand the explanatory variables are factors that could influence the occurrence of the event (Aminot, et al (2002)).

In our work, the dependent variable is the sustainability of the business, which oscillates between 0 and 1, that means the occurrence or not of the phenomenon of sustainability, or in other words, the occurrence or no of the survival beyond 5 years. This is to explain this variable through so-called independent variables that there are several, these variables are also called predictive.

The reliability of the regression model must rest according to Evrard et al. (2003) on two aspects of fundamental principles as:

- Having a high explanatory power (that is to say restore a significant part of the variability of the variable to be explained);

- Being parsimonious, that is to integrate the smallest number of explanatory variables in the model; in other words, at comparable levels of explanatory power (that means not significantly different from a statistical point of view), we prefer the model with the fewest variables (in a word, the simplest model).

Indeed, after using the logistic regression method while using SPSS, we can report the results in the following tables:

Table 3: Summary of observation processing

Unweighted observations ^a		N	Percentage
Included observations	Included in analysis	1330	100,0
	Missing observations	0	,0
	Total	1330	100,0
Observations not selected		0	,0
Total		1330	100,0

a. If weighting is active, consult the classification table for the total number of observations.

The coding of the qualitative variables is as follows:

For the dependent variable on sustainability, it is as follows:

Dependent variable coding	
Original value	Internal value
No	0
Yes	1

For the qualitative predictive or explanatory variables, these are coded by SPSS according to their frequency:

Table 4: Coding of categorical variables

		Frequency	Parameter coding					
			(1)	(2)	(3)	(4)	(5)	(6)
Training	Primary school	290	,000	,000	,000	,000	,000	,000
	Secondary school	330	1,000	,000	,000	,000	,000	,000
	Technicien or Specialized Technicien	210	,000	1,000	,000	,000	,000	,000
	University or higher education	390	,000	,000	1,000	,000	,000	,000
	Qualifying training	80	,000	,000	,000	1,000	,000	,000
	Technician or Specializes technician, University or higher education	10	,000	,000	,000	,000	1,000	,000
Gender	Without	20	,000	,000	,000	,000	,000	1,000
	Female	140	,000					
	Male	1190	1,000					

Other variables such as experience, the number of previous creations are quantitative and do not need to be coded.

3.3 Discussion and result

To conduct our analysis from extracting our results, we must first ensure the validity of our model. To do this, after introducing the variables, the classification rate of the basic model has been improved from 72.2% to 98.5%, that the Tables 5 and 6 below show the classification rate.

Table 5: Classification Table ^{a,b}

	Observed	Forecast			
		Survival		Percentage correct	
		No	Yes		
Step 0	Survival	No	0	370	,0
		Yes	0	960	100,0
	Global Percentage				72,2

a. The constant is included in the model.
b. The cut value is ,500

Table 6: Classification Table ^a

	Observed	Forecast			
		Survival	Percentage correct		
			No	Yes	
Step1	Survival	No	360	10	97,3
		Yes	10	950	99,0
	Global Percentage				98,5

a. The cut value is ,500

Our model has a more significant explanatory power at 98.5% after introduction of the variables, than it was at 72.2% in the basic model, i.e. a model without variables, which seems more valid, the table 7 below gives us the following results :

Table 7: Variables of the equation

	B	E.S	Wald	ddl	Sig.	Exp(B)	
Step 1 ^a	Age	,108	,032	11,032	1	,001	1,114
	Exp	4,828	,576	70,234	1	,000	124,982
	NBRCREA	-1,707	1,514	1,270	1	,260	,181
	Training	1,347	,310	18,822	1	,000	3,844
	Genre	-,044	1,506	,001	1	,977	,957
	Constant	-12,631	2,456	26,458	1	,000	,000

a. Introduction of variables in step 1: Age, Exp, NBRCREA, Training, Gender.

It appears that all the variables are significant except for the variables of number of previous creations and gender which are above the significance level of 5%, and therefore considered not significant. By eliminating the two insignificant variables, the variables of the equation become as follows according to the following Table 8:

Table 8: Variables of the equation

	B	E.S	Wald	ddl	Sig.	Exp(B)	
Step 1 ^a	Age	,112	,033	11,733	1	,001	1,118
	Exp	4,892	,581	70,791	1	,000	133,170
	Training	1,360	,314	18,721	1	,000	3,896
	Constant	-12,933	1,958	43,617	1	,000	,000

a. Introduction of variables in step 1: AGE, EXP, TRAINING.

The model is therefore equal:

$$\text{Survival over 5 years (Y)} = -12.933 + 0.112 \text{ Age} + 4.892 \text{ Experience} + 1.360 \text{ Training}$$

After having modeled our problem, the assumptions of the sex variable and that of the variable of the number of previous creations are not confirmed, this explains why the gender of the entrepreneur and the number of previous creations have no impact on survival of VSE over five years or on sustainability, other variables such as age, experience and training have an impact on the survival of VSE or their sustainability.

4. Conclusion

This article has attempted to explain the determining factors of sustainability relating to the characteristics of the entrepreneur of some very small companies identified in the number of 1330 cases. The objective is to highlight all the factors responsible for the phenomenon of the sustainability related to the VSE activity. The responsibility of the entrepreneur in the cessation of the activity or its survival through his experience which is sometimes lacking justifies the negative fate of the very small business.

Different authors belonging to several currents review the concept of the entrepreneur, marking a difficult circumvention of its definition. However, they agreed on his responsibility for the conduct and the fate of his business, his dynamic behavior gives him the leeway to ensure the survival of his entity without this failure or bankruptcy will be expected. Thus, it is agreed when researchers link the fate of the VSE with the disposition of the entrepreneur in skills often resulting from his experience and training.

It is concluded that the majority of very small businesses disappear in their first years of creation that this problem

due to factors linked to the entrepreneur such as age, the skills often present in the experience in the trade. The fact remains that this business segment lacks rigor which is often explained by a leading entrepreneur that has no experience, this clearly shows that no feasibility study has been carried out before embarking on the creation in case of early death or a bad management of the business due to the lack of necessary skills and qualifications.

Thus, it seems clear that the failure of very small businesses is linked to the prerequisite for creation, that these entrepreneurs could have avoided ceasing their activities, if they had already acquired prior qualifications or skills.

Although our results provide insight into the success factors and present a conceptual model for the determinants of sustainability related to the entrepreneur, however these have limitations. It should be noted that these results are exploratory and preliminary in nature, and require corroboration by future research. Its contributions can be useful to researchers, practitioners, as well as stakeholders, by offering them some more precise benchmarks to fully understand this phenomenon.

Thus some questions still remain in abeyance and require in-depth future research. It would be interesting to extend this study, but on a larger scale, in order to better determine the main factors of the sustainability of these very small businesses, based on other quantitative and qualitative approaches. It would also be interesting to work on the development of benchmarks of success factors for sustainability so as to avoid failure in future adventures especially in the pandemics situations as Covid19.

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