

## APPENDIX A. MISSING VALUE SUMMARY AND NON-RESPONSE BIAS

**Table A. 1. Missing Value Summary for Individual Scale/Variable (Study 1)**

| <b>Independent Variables</b>     | <b># of original items</b> | <b># of people miss 0 item</b> | <b># of people miss 1 item</b> | <b># of people miss 2 items</b> |
|----------------------------------|----------------------------|--------------------------------|--------------------------------|---------------------------------|
| ADHD                             | 18                         | 322                            | 7                              | 1                               |
| EO                               | 9                          | 260                            | 5                              | 2                               |
| <b>Control Variables</b>         |                            |                                |                                |                                 |
| Entrepreneur age                 | 1                          | 385                            | 49                             | n/a                             |
| Entrepreneur gender              | 1                          | 385                            | 49                             | n/a                             |
| Entrepreneur education           | 1                          | 385                            | 49                             | n/a                             |
| Entrepreneur industry experience | 1                          | 300                            | 134                            | n/a                             |
| Entrepreneur start-up experience | 1                          | 380                            | 54                             | n/a                             |
| Firm status                      | 1                          | 299                            | 135                            | n/a                             |
| Firm size (employee #)           | 1                          | 273                            | 161                            | n/a                             |
| Firm age                         | 1                          | 290                            | 144                            | n/a                             |
| Industries                       | 1                          | 299                            | 135                            | n/a                             |
| <b>Dependent variables</b>       |                            |                                |                                |                                 |
| Subjective performance           | 4                          | 292                            | 1                              | 0                               |
| Sales now                        | 1                          | 278                            | 156                            | n/a                             |
| Sales 3 years ago                | 1                          | 256                            | 178                            | n/a                             |
| Employee # now                   | 1                          | 297                            | 137                            | n/a                             |
| Employees # 3 years ago          | 1                          | 273                            | 161                            | n/a                             |

**Table A. 2. Missing Value Summary for All Questions (total question #=43) (Study 1)**

|    | <b>Number of total missing variables</b> | <b>Freq.</b> | <b>Percent</b> | <b>Cum.</b> |
|----|------------------------------------------|--------------|----------------|-------------|
| 0  |                                          | 212          | 48.85          | 48.85       |
| 1  |                                          | 10           | 2.30           | 51.15       |
| 2  |                                          | 27           | 6.22           | 57.37       |
| 3  |                                          | 11           | 2.53           | 59.91       |
| 4  |                                          | 1            | 0.23           | 60.14       |
| 5  |                                          | 2            | 0.46           | 60.60       |
| 6  |                                          | 1            | 0.23           | 60.83       |
| 7  |                                          | 4            | 0.92           | 61.75       |
| 8  |                                          | 6            | 1.38           | 63.13       |
| 9  |                                          | 13           | 3.00           | 66.13       |
| 10 |                                          | 1            | 0.23           | 66.36       |
| 11 |                                          | 3            | 0.69           | 67.05       |
| 12 |                                          | 2            | 0.46           | 67.51       |
| 14 |                                          | 1            | 0.23           | 67.74       |
| 15 |                                          | 1            | 0.23           | 67.97       |
| 17 |                                          | 1            | 0.23           | 68.20       |
| 18 |                                          | 3            | 0.69           | 68.89       |
| 19 |                                          | 1            | 0.23           | 69.12       |

|       |     |        |        |
|-------|-----|--------|--------|
| 21    | 33  | 7.60   | 76.73  |
| 22    | 2   | 0.46   | 77.19  |
| 23    | 1   | 0.23   | 77.42  |
| 26    | 1   | 0.23   | 77.65  |
| 29    | 1   | 0.23   | 77.88  |
| 34    | 1   | 0.23   | 78.11  |
| 39    | 44  | 10.14  | 88.25  |
| 40    | 4   | 0.92   | 89.17  |
| 41    | 1   | 0.23   | 89.40  |
| 42    | 1   | 0.23   | 89.63  |
| 43    | 45  | 10.37  | 100.00 |
| Total | 434 | 100.00 |        |

**Table A.3. Difference Between Respondents and Non-Respondents (Study 1)**

|                  | T value | P     |
|------------------|---------|-------|
| Gender           | -0.384  | 0.701 |
| Age              | -1.610  | 0.108 |
| Education        | -0.384  | 0.701 |
| Inattention      | 0.947   | 0.344 |
| Hyperactivity    | -0.142  | 0.888 |
| EO               | 1.402   | 0.162 |
| Firm size        | -0.896  | 0.371 |
| Firm performance | 0.719   | 0.473 |

**Table A.4. Difference Between Respondents and Non-Respondents (Study 2)**

|                  | T value | P     |
|------------------|---------|-------|
| Gender           | 0.693   | 0.489 |
| Age              | 0.623   | 0.534 |
| Education        | 0.010   | 0.992 |
| Inattention      | 1.305   | 0.194 |
| Hyperactivity    | 0.087   | 0.931 |
| EO               | -1.429  | 0.155 |
| Firm size        | -0.430  | 0.668 |
| Firm performance | 1.057   | 0.293 |

## APPENDIX B. ROBUSTNESS TESTS

**Table B. 1. SEM Results Without Imputation (Study 1)**

| <b>Parameter</b>                             | <b>Standardized<br/>regression<br/>estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|--------------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.034                                           | -0.217       | 0.178        | 0.815    |
| Hyperactivity/Impulsivity→EO                 | 0.392                                            | 0.222        | 0.576        | 0.003    |
| Age→ EO                                      | 0.142                                            | -0.018       | 0.284        | 0.076    |
| Gender→ EO                                   | -0.024                                           | -0.167       | 0.129        | 0.774    |
| Firm size (log employees) → EO               | 0.106                                            | -0.056       | 0.239        | 0.212    |
| Firm age (log firm age) → EO                 | -0.386                                           | -0.528       | -0.204       | 0.003    |
| EO→ Firm performance                         | 0.413                                            | 0.287        | 0.533        | 0.003    |
| Age→ Firm performance                        | -0.127                                           | -0.256       | 0.017        | 0.086    |
| Gender→ Firm performance                     | 0.103                                            | -0.026       | 0.200        | 0.129    |
| Firm size (log employees) → Firm performance | -0.124                                           | -0.274       | 0.036        | 0.140    |
| Firm age (log firm age) → Firm performance   | -0.184                                           | -0.324       | -0.019       | 0.022    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Model fit:  $\chi^2_{(358)}$ : 582.172;  $p < 0.001$ ;  $\chi^2/DF$ : 1.63; CFI: 0.91; RMSEA: 0.06; SRMR: 0.07

| <b>Indirect effect to firm<br/>performance</b> | <b>Standardized<br/>indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>p</b> |
|------------------------------------------------|-----------------------------------------|--------------|--------------|----------|
| Inattention                                    | -0.014                                  | -0.091       | 0.068        | 0.808    |
| Hyperactivity/Impulsivity                      | 0.162                                   | 0.078        | 0.263        | 0.003    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B. 2. SEM Results Without Imputation (Study 2)**

| <b>Parameter</b>                         | <b>Regression weights</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------|---------------------------|--------------|--------------|----------|
| Entrepreneur's gender → EO               | 0.071                     | -0.259       | 1.539        | 0.666    |
| Entrepreneur's Age → EO                  | 0.041                     | -0.172       | 0.262        | 0.463    |
| Inattention → EO                         | -0.208                    | -2.937       | 0.268        | 0.403    |
| Hyperactivity → EO                       | 0.609                     | 0.026        | 4.942        | 0.034    |
| Entrepreneur's gender → Firm performance | 0.526                     | 0.021        | 1.214        | 0.037    |
| Entrepreneur's Age → Firm performance    | -0.279                    | -0.606       | -0.031       | 0.026    |
| EO → Firm performance                    | 0.886                     | 0.103        | 1.960        | 0.033    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

Model fit:  $\chi^2_{(106)}$ : 149.107;  $p < 0.01$ ;  $\chi^2/DF$ : 1.41; CFI: 0.90; RMSEA: 0/06; SRMR: n/a.

Standardized coefficients not shown due to AMOS encounters a nonpositive variance during bootstrapping.

Overall interpretation is not influenced.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.184                              | -2.935       | 0.197        | 0.412    |
| Hyperactivity/Impulsivity                  | 0.539                               | 0.002        | 5.290        | 0.042    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Note: Standardized coefficients not shown due to AMOS encounters a nonpositive variance during bootstrapping. Overall interpretation is not influenced.

**Table B.3. SEM Results Without Dropping Individual Items (Study 1)**

| <b>Parameter</b>                             | <b>Standardized<br/>regression<br/>estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|--------------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.122                                           | -0.361       | 0.075        | 0.207    |
| Hyperactivity/Impulsivity→EO                 | 0.478                                            | 0.284        | 0.686        | 0.002    |
| Age→ EO                                      | 0.131                                            | -0.014       | 0.275        | 0.090    |
| Gender→ EO                                   | -0.043                                           | -0.180       | 0.091        | 0.569    |
| Firm size (log employees) → EO               | 0.122                                            | -0.019       | 0.253        | 0.089    |
| Firm age (log firm age) → EO                 | -0.370                                           | -0.513       | -0.195       | 0.003    |
| EO→ Firm performance                         | 0.414                                            | 0.310        | 0.524        | 0.002    |
| Age→ Firm performance                        | -0.113                                           | -0.252       | 0.015        | 0.079    |
| Gender→ Firm performance                     | 0.098                                            | -0.022       | 0.200        | 0.102    |
| Firm size (log employees) → Firm performance | -0.144                                           | -0.293       | 0.019        | 0.087    |
| Firm age (log firm age) → Firm performance   | -0.154                                           | -0.300       | -0.012       | 0.040    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Model fit: Model fit:  $\chi^2_{(445)}$ : 869.388;  $p < 0.001$ ;  $\chi^2/DF$ : 1.95; CFI: 0.86; RMSEA: 0.06; SRMR: 0.07

| <b>Indirect effect to firm<br/>performance</b> | <b>Standardized<br/>indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------------|-----------------------------------------|--------------|--------------|----------|
| Inattention                                    | -0.051                                  | -0.160       | 0.027        | 0.184    |
| Hyperactivity/Impulsivity                      | 0.198                                   | 0.098        | 0.310        | 0.002    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B.4. SEM Results Without Dropping Individual Items (Study 2)**

| <b>Parameter</b>                         | <b>Regression weights</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------|---------------------------|--------------|--------------|----------|
| Entrepreneur's gender → EO               | -0.032                    | -0.355       | 0.495        | 0.758    |
| Entrepreneur's Age → EO                  | 0.022                     | -0.111       | 0.280        | 0.598    |
| Inattention → EO                         | -0.146                    | -1.547       | 0.422        | 0.681    |
| Hyperactivity → EO                       | 0.479                     | 0.005        | 3.316        | 0.048    |
| Entrepreneur's gender → Firm performance | 0.506                     | -0.006       | 1.113        | 0.051    |
| Entrepreneur's Age → Firm performance    | -0.297                    | -0.627       | -0.053       | 0.019    |
| EO → Firm performance                    | 0.988                     | 0.343        | 2.066        | 0.004    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Model fit: Model fit:  $\chi^2_{(122)}$ : 198.762;  $p < 0.001$ ;  $\chi^2/DF$ : 1.63; CFI: 0.85; RMSEA: 0.07; SRMR: n/a.

Standardized coefficients not shown due to AMOS encounters a nonpositive variance during bootstrapping.

Overall interpretation is not influenced.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.145                              | -1.964       | 0.333        | 0.639    |
| Hyperactivity/Impulsivity                  | 0.473                               | 0.012        | 3.729        | 0.043    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Standardized coefficients not shown due to AMOS encounters a nonpositive variance during bootstrapping.

Overall interpretation is not influenced.

**Table B.5. SEM Results Using ASRS-6 (Study 1)**

| <b>Parameter</b>                             | <b>Standardized regression estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.005                                   | -0.170       | 0.160        | 0.900    |
| Hyperactivity/Impulsivity→EO                 | 0.317                                    | 0.130        | 0.493        | 0.001    |
| Age→ EO                                      | 0.134                                    | -0.018       | 0.277        | 0.091    |
| Gender→ EO                                   | -0.016                                   | -0.146       | 0.130        | 0.901    |
| Firm size (log employees) → EO               | 0.092                                    | -0.051       | 0.225        | 0.226    |
| Firm age (log firm age) → EO                 | -0.375                                   | -0.524       | -0.208       | 0.003    |
| EO→ Firm performance                         | 0.399                                    | 0.294        | 0.507        | 0.002    |
| Age→ Firm performance                        | -0.111                                   | -0.250       | 0.016        | 0.089    |
| Gender→ Firm performance                     | 0.098                                    | -0.021       | 0.201        | 0.107    |
| Firm size (log employees) → Firm performance | -0.142                                   | -0.290       | 0.020        | 0.090    |
| Firm age (log firm age) → Firm performance   | -0.160                                   | -0.305       | -0.020       | 0.029    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Model fit:  $\chi^2_{(151)}$ : 224.519;  $p < 0.001$ ;  $\chi^2/DF$ : 1.49; CFI: 0.96; RMSEA: 0.05; SRMR: 0.05.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.002                              | -0.069       | 0.063        | 0.901    |
| Hyperactivity/Impulsivity                  | 0.127                               | 0.048        | 0.221        | 0.001    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B. 6. SEM Results Comparing Entrepreneurs Who Start Their Own Businesses (Study 1)**

| <b>Parameter</b>                             | <b>Standardized regression estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.040                                   | -0.326       | 0.203        | 0.801    |
| Hyperactivity/Impulsivity→EO                 | 0.444                                    | 0.178        | 0.713        | 0.008    |
| Age→ EO                                      | 0.126                                    | -0.077       | 0.348        | 0.235    |
| Gender→ EO                                   | -0.129                                   | -0.321       | 0.037        | 0.113    |
| Firm size (log employees) → EO               | 0.171                                    | 0.002        | 0.363        | 0.049    |
| Firm age (log firm age) → EO                 | -0.173                                   | -0.419       | 0.070        | 0.166    |
| EO→ Firm performance                         | 0.403                                    | 0.245        | 0.539        | 0.003    |
| Age→ Firm performance                        | -0.131                                   | -0.304       | 0.081        | 0.247    |
| Gender→ Firm performance                     | 0.147                                    | -0.035       | 0.290        | 0.111    |
| Firm size (log employees) → Firm performance | -0.277                                   | -0.448       | -0.059       | 0.008    |
| Firm age (log firm age) → Firm performance   | -0.149                                   | -0.330       | 0.058        | 0.150    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

Model fit:  $\chi^2_{(358)}$ : 529.973;  $p < 0.001$ ;  $\chi^2/DF$ : 1.480; CFI:0.89; RMSEA: 0.063; SRMR: 0.08.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.016                              | -0.142       | 0.081        | 0.782    |
| Hyperactivity/Impulsivity                  | 0.179                               | 0.062        | 0.341        | 0.006    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B. 7. SEM Results Comparing Entrepreneurs Who Inherited or Bought Their Business (Study 1)**

| <b>Parameter</b>                             | <b>Standardized regression estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.170                                   | -0.743       | 0.197        | 0.382    |
| Hyperactivity/Impulsivity→EO                 | 0.413                                    | 0.065        | 0.946        | 0.021    |
| Age→ EO                                      | 0.151                                    | -0.191       | 0.408        | 0.338    |
| Gender→ EO                                   | 0.095                                    | -0.165       | 0.373        | 0.469    |
| Firm size (log employees) → EO               | 0.040                                    | -0.231       | 0.312        | 0.733    |
| Firm age (log firm age) → EO                 | -0.324                                   | -0.522       | -0.110       | 0.007    |
| EO→ Firm performance                         | 0.402                                    | 0.142        | 0.629        | 0.004    |
| Age→ Firm performance                        | -0.050                                   | -0.271       | 0.144        | 0.566    |
| Gender→ Firm performance                     | -0.012                                   | -0.195       | 0.163        | 0.914    |
| Firm size (log employees) → Firm performance | 0.125                                    | -0.072       | 0.299        | 0.188    |
| Firm age (log firm age) → Firm performance   | -0.149                                   | -0.457       | 0.218        | 0.425    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

Model fit:  $\chi^2_{(358)}$ : 517.761;  $p < 0.001$ ;  $\chi^2/DF$ : 1.446; CFI: 0.85; RMSEA: 0.067; SRMR: 0.08.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.068                              | -0.339       | 0.080        | 0.330    |
| Hyperactivity/Impulsivity                  | 0.166                               | 0.022        | 0.454        | 0.021    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B.8. SEM Results With Subjective Performance (Study 1)**

| <b>Parameter</b>                             | <b>Standardized<br/>regression<br/>estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|--------------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.080                                           | -0.277       | 0.101        | 0.392    |
| Hyperactivity/Impulsivity→EO                 | 0.419                                            | 0.259        | 0.607        | 0.002    |
| Age→ EO                                      | 0.140                                            | -0.015       | 0.289        | 0.069    |
| Gender→ EO                                   | -0.043                                           | -0.169       | 0.094        | 0.584    |
| Firm size (log employees) → EO               | 0.121                                            | -0.015       | 0.260        | 0.082    |
| Firm age (log firm age) → EO                 | -0.371                                           | -0.512       | -0.203       | 0.003    |
| EO→ Firm performance                         | 0.520                                            | 0.398        | 0.641        | 0.003    |
| Age→ Firm performance                        | -0.076                                           | -0.216       | 0.045        | 0.219    |
| Gender→ Firm performance                     | -0.015                                           | -0.095       | 0.089        | 0.765    |
| Firm size (log employees) → Firm performance | 0.182                                            | 0.060        | 0.315        | 0.002    |
| Firm age (log firm age) → Firm performance   | 0.060                                            | -0.091       | 0.231        | 0.428    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

Model fit:  $\chi^2_{(358)}$ : 579.913;  $p < 0.001$ ;  $\chi^2/DF$ : 1.620; CFI:0.914; RMSEA: 0.053; SRMR:0.0651.

| <b>Indirect effect to firm<br/>performance</b> | <b>Standardized<br/>indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------------|-----------------------------------------|--------------|--------------|----------|
| Inattention                                    | -0.042                                  | -0.154       | 0.055        | 0.400    |
| Hyperactivity/Impulsivity                      | 0.218                                   | 0.115        | 0.334        | 0.003    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

**Table B.9. SEM Results With Objective Performance (Study 1)**

| <b>Parameter</b>                             | <b>Standardized regression estimates</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|----------------------------------------------|------------------------------------------|--------------|--------------|----------|
| Inattention→ EO                              | -0.077                                   | -0.264       | 0.122        | 0.437    |
| Hyperactivity/Impulsivity→EO                 | 0.398                                    | 0.229        | 0.571        | 0.002    |
| Age→ EO                                      | 0.139                                    | -0.009       | 0.286        | 0.068    |
| Gender→ EO                                   | -0.041                                   | -0.168       | 0.101        | 0.649    |
| Firm size (log employees) → EO               | 0.121                                    | -0.013       | 0.263        | 0.079    |
| Firm age (log firm age) → EO                 | -0.37                                    | -0.509       | -0.199       | 0.003    |
| EO→ Firm performance                         | 0.199                                    | 0.081        | 0.319        | 0.002    |
| Age→ Firm performance                        | -0.093                                   | -0.214       | 0.021        | 0.113    |
| Gender→ Firm performance                     | 0.128                                    | -0.022       | 0.231        | 0.085    |
| Firm size (log employees) → Firm performance | -0.279                                   | -0.411       | -0.13        | 0.003    |
| Firm age (log firm age) → Firm performance   | -0.226                                   | -0.365       | -0.095       | 0.002    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

Model fit:  $\chi^2_{(358)}$ : 580.412;  $p < 0.001$ ;  $\chi^2/DF$ : 1.621 ; CFI:0.915 ; RMSEA: 0.053 ; SRMR: 0.0654

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.015                              | -0.065       | 0.017        | 0.322    |
| Hyperactivity/Impulsivity                  | 0.079                               | 0.027        | 0.157        | 0.002    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

**Table B.10. SEM Results With Subjective Performance (Study 2)**

| <b>Parameter</b>                         | <b>Standardized regression weights</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------|----------------------------------------|--------------|--------------|----------|
| Entrepreneur's gender → EO               | -0.056                                 | -0.329       | 0.567        | 0.714    |
| Entrepreneur's Age → EO                  | 0.061                                  | -0.271       | 0.342        | 0.650    |
| Inattention → EO                         | -0.077                                 | -2.215       | 0.311        | 0.683    |
| Hyperactivity → EO                       | 0.489                                  | -0.077       | 2.259        | 0.089    |
| Entrepreneur's gender → Firm performance | 0.067                                  | -0.123       | 0.259        | 0.497    |
| Entrepreneur's Age → Firm performance    | -0.054                                 | -0.244       | 0.141        | 0.594    |
| EO → Firm performance                    | 0.244                                  | -0.021       | 0.482        | 0.078    |

Note:

1000 bootstrapped and bias-corrected confidence intervals.

Model fit:  $\chi^2_{(106)}$ : 135.151 ;  $p < 0.05$ ;  $\chi^2/DF$ : 1.275 ; CFI: 0.934 ; RMSEA: 0.048 ; SRMR: 0.0682.

| <b>Indirect effect to firm performance</b> | <b>Standardized indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|--------------------------------------------|-------------------------------------|--------------|--------------|----------|
| Inattention                                | -0.019                              | -0.750       | 0.059        | 0.560    |
| Hyperactivity/Impulsivity                  | 0.120                               | -0.020       | 0.705        | 0.098    |

Note:

1000 bootstrapped and bias-corrected confidence intervals

**Table B.11. SEM Results With Objective Performance (Study 2)**

| <b>Parameter</b>                         | <b>Standardized<br/>regression weights</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------|--------------------------------------------|--------------|--------------|----------|
| Entrepreneur's gender → EO               | -0.060                                     | -0.343       | 0.663        | 0.718    |
| Entrepreneur's Age → EO                  | 0.066                                      | -0.346       | 0.357        | 0.645    |
| Inattention → EO                         | -0.074                                     | -1.889       | 0.315        | 0.698    |
| Hyperactivity → EO                       | 0.503                                      | -0.127       | 1.970        | 0.098    |
| Entrepreneur's gender → Firm performance | 0.155                                      | -0.029       | 0.328        | 0.095    |
| Entrepreneur's Age → Firm performance    | -0.277                                     | -0.468       | -0.131       | 0.002    |
| EO → Firm performance                    | 0.215                                      | 0.007        | 0.416        | 0.046    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals.

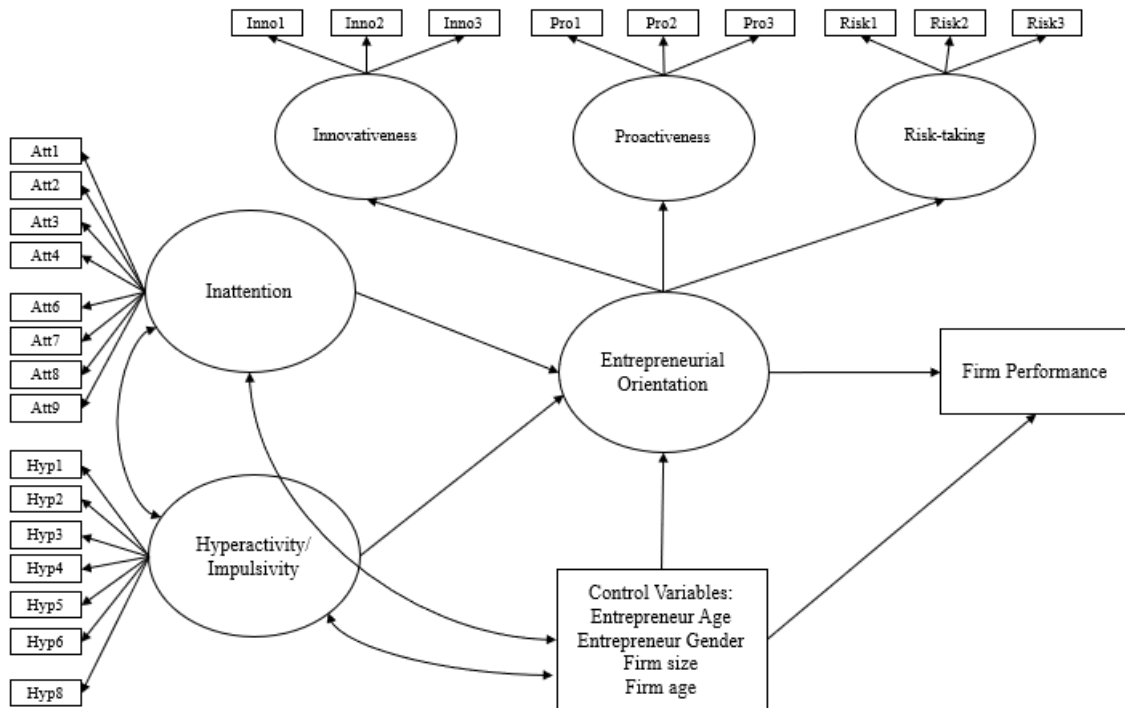
Model fit:  $\chi^2_{(106)}$ : 135.341 ;  $p < 0.05$ ;  $\chi^2/DF$ : 1.277 ; CFI: 0.934 ; RMSEA: 0.048 ; SRMR: .0657.

| <b>Indirect effect to firm<br/>performance</b> | <b>Standardized<br/>indirect effect</b> | <b>Lower</b> | <b>Upper</b> | <b>P</b> |
|------------------------------------------------|-----------------------------------------|--------------|--------------|----------|
| Inattention                                    | -0.016                                  | -0.577       | 0.061        | 0.593    |
| Hyperactivity/Impulsivity                      | 0.108                                   | -0.009       | 0.590        | 0.081    |

*Note:*

1000 bootstrapped and bias-corrected confidence intervals

## APPENDIX C. STRUCTURAL MODEL FOR STUDY 1



## APPENDIX D. DETAILED QUESTIONS FOR EACH VARIABLE

### Study 1

#### **DV: Firm Subjective Performance**

**Please rate your performance over the PAST 3 YEARS relative to your main competitors.**

|              | Much<br>smaller | Somewhat<br>Smaller | Equal | Somewhat<br>Larger | Much<br>Larger |
|--------------|-----------------|---------------------|-------|--------------------|----------------|
| Profits      | 1               | 2                   | 3     | 4                  | 5              |
| Sales        |                 |                     |       |                    |                |
| development  | 1               | 2                   | 3     | 4                  | 5              |
| Cash flow    |                 |                     |       |                    |                |
| (liquidity)  | 1               | 2                   | 3     | 4                  | 5              |
| Market value | 1               | 2                   | 3     | 4                  | 5              |

#### **IV: ADHD ASRS Scale**

Kessler et al. (2005). The World Health Organization (WHO) adult ADHD self-report scale (ASRS): A short screening scale for use in the general population. *Psychological Medicine*, 35(2), 245-256.

Likert Scale –

1 = “Never”

2 = “Rarely”

3 = “Sometimes”

4 = “Often”

5 = “Very Often”

#### **Inattention:**

ADHD1-How often do you have trouble wrapping up the final details of a project, once the challenging parts have been done?

ADHD2-How often do you have difficulty getting things in order when you have to do a task that requires organization?

ADHD3-How often do you have problems remembering appointments or obligations?

ADHD4-When you have a task that requires a lot of thought, how often do you avoid or delay getting started?

ADHD7-How often do you make careless mistakes when you have to work on a boring or difficult project?

ADHD8-How often do you have difficulty keeping your attention when you are doing or repetitive work?

ADHD9-How often do you have difficulty concentrating on what people say to you, even when they are speaking to you directly?

ADHD10-How often do you misplace or have difficulty finding things at home or at work?

ADHD11-How often are you distracted by activity or noise around you?

#### **Hyperactivity:**

ADHD5-How often do you fidget or squirm with your hands or feet when you have to sit down for a long time?

ADHD6-How often do you feel overly active and compelled to do things, like you were driven by a motor?

ADHD12-How often do you leave your seat in meetings or other situations in which you are expected to remain seated?

ADHD13-How often do you feel restless or fidgety?

ADHD14-How often do you have difficulty unwinding and relaxing when you have time to yourself?

ADHD15-How often do you find yourself talking too much when you are in social situations?

### **Impulsivity:**

ADHD16-When you're in a conversation, how often do you find yourself finishing the sentences of the people you are talking to, before they can finish them themselves?

ADHD17-How often do you have difficulty waiting for your turn in situations when turn talking is required?

ADHD18-How often do you interrupt others when they are busy?

## **IV: Entrepreneurial Orientation**

Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal*, 10(1), 75-87.

*In general, the top managers of my firm favor . . .*

|                                                                           |        |                                                                     |
|---------------------------------------------------------------------------|--------|---------------------------------------------------------------------|
| A strong emphasis on the marketing of tried and true products or services | 1 to 7 | A strong emphasis on R&D, technological leadership, and innovations |
|---------------------------------------------------------------------------|--------|---------------------------------------------------------------------|

*How many new lines of products or services has your firm marketed in the past 5 years?*

|                                      |        |                                             |
|--------------------------------------|--------|---------------------------------------------|
| No new lines of products or services | 1 to 7 | Very many new lines of products or services |
|--------------------------------------|--------|---------------------------------------------|

|                                                                        |        |                                                                      |
|------------------------------------------------------------------------|--------|----------------------------------------------------------------------|
| Changes in product or service lines have been mostly of a minor nature | 1 to 7 | Changes in product or service lines have usually been quite dramatic |
|------------------------------------------------------------------------|--------|----------------------------------------------------------------------|

*In dealing with its competitors, my firm . . .*

|                                                          |        |                                                               |
|----------------------------------------------------------|--------|---------------------------------------------------------------|
| Typically responds to actions which competitors initiate | 1 to 7 | Typically initiates actions which competitors then respond to |
|----------------------------------------------------------|--------|---------------------------------------------------------------|

|                                                                                                                               |        |                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------|
| Is very seldom the first business to introduce new products/services, administrative techniques, operating technologies, etc. | 1 to 7 | Is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc. |
|-------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------|

|                                                                                        |        |                                                                     |
|----------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------|
| Typically seeks to avoid competitive clashes, preferring a 'live-and-let-live' posture | 1 to 7 | Typically adopts a very competitive, 'undo-the-competitors' posture |
|----------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------|

*In general, the top managers of my firm have . . .*

|                                                                                     |        |                                                                                |
|-------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------|
| A strong proclivity for low-risk projects (with normal and certain rates of return) | 1 to 7 | A strong proclivity for high-risk projects (with chances of very high returns) |
|-------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------|

*In general, the top managers of my firm believe that . . .*

|                                                                                                            |        |                                                                                                                |
|------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------|
| Owing to the nature of the environment, it is best to explore it gradually via timid, incremental behavior | 1 to 7 | Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives |
|------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------|

*When confronted with decision-making situations involving uncertainty, my firm. . .*

|                                                                                                                     |        |                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|
| Typically adopts a cautious, 'wait-and-see' posture in order to minimize the probability of making costly decisions | 1 to 7 | Typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities |
|---------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|

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**CV (Control Variable):**

1. *Entrepreneur age:*

Please indicate in which year you were born \_\_\_\_\_.

2. *Entrepreneur gender:*

What is your gender?

(1) Male

(0) Female

3. *Entrepreneur education( code 0 for less than Master degree, code 1 for equal to or more than Master degree):*

What is the highest level of education you have completed?

(1) 12th grade or less

(2) Graduated high school or equivalent

(3) Some college, no degree

(4) Associate degree

(5) Bachelor's degree

(6) Master degree

(7) Doctorate degree

4. *Entrepreneur industry experience:*

How many years of work experience have you had in the industry where this business competes?  
\_\_\_\_\_.

5. *Entrepreneur startup experience:*

How many businesses have you started? \_\_\_\_\_.

6. *Firm size:*

Approximately how many people work for this business now? \_\_\_\_\_.

7. *Firm age:*

Do you know in which year the business was founded? \_\_\_\_\_.

8. *Business status (code 0 if inherited or bought the business, code 1 for starting the business):*

Have you started, inherited or bought the business?

(1) Inherited

(2) Bought

(3) Started

9. *Industry:*

Which of the following best describes this business?

- (1) Retail store
- (2) Manufacturing
- (3) Service
- (4) Agriculture
- (5) Mining
- (6) Wholesale distribution
- (7) Transportation, Utilities & Communications
- (8) Finance, Insurance and Real estate
- (9) Construction
- (10) Something else

**Study 2**

**DV: Firm Subjective Performance**

Zahra, S.A., 1996. Technology strategy and new venture performance: a study of corporate-sponsored and independent biotechnology ventures. *Journal of business venturing*, 11(4), pp.289-321.

**How satisfied are you with the company's achievement of the goal?**

|                      | Very<br>dissatisfied | Dissatisfied | Neither | Satisfied | Very satisfied |
|----------------------|----------------------|--------------|---------|-----------|----------------|
| Return on investment | 1                    | 2            | 3       | 4         | 5              |
| Return on equity     | 1                    | 2            | 3       | 4         | 5              |
| Sales growth         | 1                    | 2            | 3       | 4         | 5              |
| Net profit margin    | 1                    | 2            | 3       | 4         | 5              |

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|---------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|
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|---------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|

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### CV (Control Variable):

*10. Entrepreneur age:*

- (1) Under 24
- (2) Between 25-34 years
- (3) 35-44
- (4) 45-54
- (5) 55-64
- (6) Over 65 years

*11. Entrepreneur gender:*

What is your gender?

- (1) Male
- (0) Female

*12. Entrepreneur education*

- (1) No studies at all
- (2) Primary school
- (3) Secondary school
- (4) Specialized degree
- (5) University degree
- (6) Master degree or PhD

*13. Entrepreneur industry experience:*

How many years of experience do you have in this industry?

*14. Firm size:*

Got it from SABI/AMADEUS database

*15. Firm age:*

Got it from SABI/AMADEUS database