

Work-family Conflict and Entrepreneurial Motivation: Moderating Effect of Occupational Commitment

Chien-Chung Lu¹, Chu-Pei Chien²

(1. Department of Business and Management, Ming Chi University of Technology, Taiwan;

2. Graduate Institute of Human Resource and Public Relations, Da-Yeh University, Taiwan)

Abstract: The purpose of this study is twofold. The first goal is to explore the influence of work-family conflict on employees' entrepreneurial motivation. Employing the "pull" theories of entrepreneurial motivation, this study aims to identify the important factor of work-family conflict on individual entrepreneurial motivation. The second purpose of this study is to investigate the moderating effect of occupational commitment on the relationship between work-family conflict and entrepreneurial motivation. To do so, this study hopes to fulfill the gap that has been ignored in previous research on this related topic. Using the survey method, the present study is expected to collect data from employees in different industries and to test our hypotheses. This study will contribute in general to the development of entrepreneurship theory and extend our current knowledge in the areas of entrepreneurial motivation, work-family, and occupational commitment. The present study will also provide managerial implications for practitioners to make family friendly policies and implement effective human resource practices in their organizations.

Key words: work-family conflict; entrepreneurial motivation; occupational commitment

JEL code: D230

1. Introduction

After the global financial crisis a few years ago, many companies seek to weather out the economic recession with unpaid leaves and redundancies. As a result, many white-collared professionals want to set up their own businesses. According to a survey conducted by Pan Asia Human Resources Management & Consulting Corp. in 2004, 60.06% of the interviewed white-collared wanted to strike out on their own. The same survey in 2009 found that the rate went up by 21.6% from 2004. The main reasons for their wish to start their own businesses are to choose the life they want (56.6%) and to pursue flexible working hours (39.9%). These numbers indicate the growing entrepreneurial motivation among employees. Drucker (1984) pointed out the opening of start-up opportunities in certain industries although some industries experience difficulties in recessions. The trend for entrepreneurial moves will be a challenge in the maintenance of human resources in the corporate world. Therefore, it is necessary to examine and understand why employees want to be their own bosses.

Chien-Chung Lu, Associate Professor, Department of Business and Management, Ming Chi University of Technology; research areas: human resource management, organizational behavior. E-mail: cclu@mail.mcut.edu.tw.

Chu-Pei Chien, Master, Graduate Institute of Human Resource and Public Relations, Da-Yeh University; research areas: human resource management, organizational behavior. E-mail: pp0906@hotmail.com.

Gilad and Levine (1986) divide the factors concerning entrepreneurial motivation into push and pull factors. Push factors refer to the motivations under negative circumstances, such as the insufficiency of family incomes, dissatisfaction with salaries, difficulties to find work, need for flexible working hours and family issues. Pull factors are the motivations driven by potential incentives, e.g., attraction of profit-making opportunities, interest in running businesses, pursuit of independence, self-realization and wealth and a desire to establish a start-up. In sum, there are a myriad of reasons why employees become interested in starting their own businesses. However, this paper intends to focus on the conflicts or incompatibility between work roles and family roles. Is entrepreneurial motivation a way for employees to resolve the conflicts they experience between their roles at work and roles in family?

The loss of human resources is a big deal for companies. Therefore, it is necessary to understand the impacts of work-family conflicts on the entrepreneurial motivation of employees in the context of human resources management. The goal is to explore the possibility of implementing family-friendly policies in order to promote a work-family balance and encourage talents retention by keeping employees on their jobs.

Figures from the Bureau of Labor Statistics, the US, show that in 1998, women accounted for 48% of labor force. The percentage continued to grow until 2008 (Jalilvand, 2000). In Taiwan, women account for 50.3% of labor force, up 8% from 1998 (Directorate General of Budgets, Accounting and Statistics, Executive Yuan 2004). The lifestyle of dual-earn couples has created many problems regarding a balance between work and family (Greenhaus, Parasuraman & Collins, 2001). In fact, these two integral parts of modern life often conflict with each other. Siegel, Post, Brockner, Fishman, and Garden (2005) believe that work-family conflicts have been rising steadily over the past twenty years and may have peaked.

Many studies find that work-family conflicts have negative effects on individuals both psychologically and physically. They threaten personal health, cause emotional depressions and reduce the level of satisfaction with family, marriage, sense of happiness and life in general (Allen, Herst, Bruck, & Sutton, 2000; Frone, Russell, & Cooper, 1997). They also lower productivity and lead to lateness for work, absentee, low morale, job satisfaction and even organization commitment (Greenhaus & Butell, 1985; Hammer, Bauer & Grandey, 2003; Higgins, Duxbury & Irving, 1992; O'Priscoll, Ilgen & Hildreth, 1992). In the event of conflicts between work and family, many people experience stress (Carlson, Kacmar & Williams, 2000). It is worth exploring and examining whether such stress may cause employees to seek entrepreneurial opportunities by quitting their own jobs in order to have flexible hours and achieve a balance between work and life.

Meanwhile, flexible employment relationship at workplaces over the recent years has gradually dissolved the traditional employer-employee relationship that focuses on long-term, stability and loyalty. The continuous adjustments and modifications of the psychological contracts with employees by organizations have caused a growing sense of insecurity among employees regarding their jobs. Also, employees realize that their jobs are not as secure as before and they are working longer hours (Hall & Moss, 1998; Nollen & Axel, 1996). Relevant studies suggest that the commitment of employees have toward their organizations may have gradually shifted to careers (Handy, 1994; Johnson, 1996; Meyer & Allen, 1997). This is because employees no longer expect to work in the same company until they retire. Instead, they develop occupational commitment. Blau (2003) suggests that occupational commitment has gradually become an important concept in the study of organizational behavior. In fact, it is considered an important factor in the prediction of employees' organizational behavior. Most studies indicate that the higher occupational commitment, the lower turnover tendency (Blau, 1988; Turner & Chelladurai, 2005; Lee, Carswell & Allen, 2000). However, the employees with low occupational commitment may choose to seek other opportunities due to a lack of commitment to their occupations. Therefore, this paper intends to

understand how the relationships between work-family conflicts and entrepreneurial motivation evolve under the intervening of occupational commitment.

Based on the above research background and motivations, this paper develops the following research objectives:

- (1) The exploration between the connection between work-family conflict awareness and entrepreneurial motivations.
- (2) The investigation into the intervening role of occupational commitment in the relationship between work-family conflict awareness and entrepreneurial motivation.

2. Literature Reviews

2.1 Work-family Conflicts and Entrepreneurial Motivations

Robichaud et al. (2001) suggest that one of the initial motivations for entrepreneurs is to enjoy more intimate family relationships. Gilad and Levine (1986) also argue that family is the pull factor of entrepreneurial motivations. The studies on entrepreneurial motivations support the theory concerning push factors. Researchers believe that people are forced to start their own businesses as a response to the negatives in the current employment environment. With an increase in the number of double-earner families and female employees, the traditional role model, where men work and women stay at home, has been giving way to the equal sharing of family responsibilities. Men are no longer obligated to be the bread winner only and women need to do more than just housework. Both men and women have to take the responsibilities at work and in family. All the work problems and family problems cause the roles at work and in family to collide and create work-family conflicts. Such role conflicts are an unpleasant situation in the work environment. As a result, employees may seek to break free from the constraints from work and strive to resolve the work-family conflicts with autonomy and flexible hours. Entrepreneurial motivations may become an option to cope with work-family conflicts. Therefore, this paper refers to the push theory developed by Gilad and Levine (1986) and argues that work-family conflicts are one of the factors that influence the emergence of entrepreneurial motivations among employees. The higher the work-family conflicts, the stronger the entrepreneurial motivations are likely.

Hypothesis 1: Work-family conflicts have positive influence over entrepreneurial motivations.

2.2 Moderating Effects of Occupational Commitment

Turnover tendency refers to the psychological status of an employee considering leaving the current industry and switching to another industry or changing career path, after he/she has spent a period of time in his/her current industry (Blau & Lunz, 1998). In the context of occupational commitment, the emotion-based commitment is the identification with the value and emotions of the current occupation, and with the actions/behavior of the members on the same jobs. This emotional involvement has significant impacts on turnover tendency (Meyer & Herscovitch, 2001). Norm-based occupational commitment refers to the sense of responsibility for the job and the likely dedication to the same job. In terms of accumulated costs and limited options, employees may consider prior investments on the current job and question the feasibility of striking out on their own due to a possible lack of new career options.

Therefore, this paper believes that high occupational commitment deters the rise of entrepreneurial motivations even when an employee becomes aware of the growing impact of work-family conflicts. In other words, there will be no significant correlation between these two factors. In contrast, employees with low occupational commitment are less identified with their jobs. Once they perceive high work-family conflicts, they

are likely to come up with the idea of starting their own businesses and steering away from their current jobs. This paper hence develops the following hypothesis:

Hypothesis 2: Occupational commitment serves moderating effects in the relationship between work-family conflicts and entrepreneurial motivations. Employees with low occupational commitment show a stronger relationship between these two factors compared to employees with high occupational commitment.

3. Method

3.1 Work-family Conflicts

Work-family conflicts refer to the difficulties in playing one role when an individual is playing the other role (Greenhaus & Beutell, 1985). This study adopts the family conflict measurement compiled by Carlson, Kacmarand, and Williams (2000). This measurement expands the three dimensions in the work-family conflict measurement developed by Greenhaus and Beutell (1985) into six dimensions. The measurement considers three contents (time-based, tension-based and behavior-based) and two-directional characteristics (work-family conflicts and family-work conflicts). There are 18 questions in the measurement. Example questions are “Work prevents me from participating in family activities”. “When I return home from work, I am often too tired to participate in family activities”. The answers are measured with Likert’s five point scale. One point is given to the answer “strongly disagree” and five points to the answer “strongly agree”. The higher the score, the higher perceived work-family conflicts by the respondent.

3.2 Entrepreneurial Motivations

Entrepreneurial motivations are the push motivations mentioned by Gilad and Levine (1986). Such motivations refer to workers pushed out of current jobs and becoming entrepreneurs. This study adopts the push-factor dimension among entrepreneurial motivations in Gilad and Levine (1986) and refers to Tsai Min-tian, Xie Wei-ping, Li Guo-wei and Hsu Dong-tzann (2008) to develop a measurement on entrepreneurial motivations with 10 questions. Example questions are “I became an entrepreneur because I could not manage both work and family life.” “I became an entrepreneur because I wanted flexible work hours”. The answers are measured with Likert’s five point scale. One point is given to the answer “strongly disagree” and five points to the answer “strongly agree”. The higher the score, the higher perceived entrepreneurial motivations by the respondent.

3.3 Occupational Commitment

Occupational commitment is the strong identification and positive emotions that a person has toward the occupation he has (Blau, 2003). This paper adopts the occupational commitment measurement produced by Blau (2003). This measurement divides the occupational commitment developed by Blau (2003) into four elements, i.e., emotion-based, norm-based, accumulated cost-based, limited choices-based. There are a total of 24 questions. Example questions are “My current job is important to my positioning”. “If I leave this job, I would feel guilty”. The answers are measured with Likert’s five point scale. One point is given to the answer “strongly disagree” and five points to the answer “strongly agree”. The higher the score, the higher perceived occupational commitment by the respondent.

3.4 Control Variables

Meanwhile, this paper considers the effects of multiple variables on entrepreneurial motivations and these variables are included as control variables, e.g. gender, age, education, marital status, family type, industry, tenure and positions.

3.5 Samples and Data Collection

This paper samples the employees in the manufacturing industry, healthcare industry, financial industry, service industry and technology industry in Taiwan due to a high degree of professionalism required in these industries. A question survey is conducted to collect data. This paper selects appropriate measurements as the basis of the questionnaire development on the basis of a literature review. Convenient sampling is performed with 20 questionnaires issued to each sampled company. A total of 500-800 questionnaires are expected to be released. A pilot test is performed to facilitate questionnaire modifications for the formal survey.

4. Results and Analysis

4.1 Descriptive Analysis

In terms of the gender split, 135 respondents are male, or 52.3% of the total; 123 respondents are female, or 47.7% of the total. The largest age group is 26-35 years old, accounting for a total of 134 respondents, or 51.9% of the total effective sample. This is followed by the age group of 36-45, 92 respondents in total and 35.7% of the sample. The age group 46-55 is the smallest, only 8 respondents in total or 3.1% of the effective sample. The second smallest age group is below 25, accounting for 24 respondents in total or 9.3% of the effective sample. In terms of marital status, 66.7%, or 172 respondents are married. The remaining 86 respondents, or 33.3% of the effective sample, are single. With regards to education backgrounds, the largest group is college graduates, totalling 150 respondents, or 58.1% of the effective sample. This is followed by the group of vocational college graduates, totalling 75 respondents or 29.1% of the effective sample. The smallest group is post graduates, totalling 13 respondents, or 5.0% of the effective sample. The second smallest group is high school graduates or below, totalling 20 respondents, or 7.8% of the effective sample. As far as family types are concerned, a total of 143 respondents are in a single-earner family, accounting for 55.4% of the effective sample; whereas a total of 115 respondents (44.6% of the sample) are in a double-earner family.

In terms of industry profile, the largest group of respondents come from the manufacturing industry. They account for 154 in total, or 59.7% of the effective sample. This is followed by the financial/insurance industry, with 57 respondents in total or 22.1% of the sample. The third largest group is the health/medicare industry, with 28 respondents in total or 10.9% of the sample. The smallest group is from other industries, accounting for 0.8% of the total sample. The second smallest group is the tech industry, accounting for 3.1% of the sample.

With regards to positions, a total of 53 respondents are supervisors, accounting for 20.5% of the effective sample, whereas a total of 205 respondents are non-supervisors, or 79.5% of the sample. In terms of tenure, the largest group has been working for at least 7 years. They add up to 125 respondents in total, or 48.4% of the effective sample. The second largest group has been working for 1-3 years. They add up to 57 respondents, or 22.1% of the effective sample. The third largest group has been working for 4-6 years. They add up to 53 respondents, or 20.5% of the total sample. The smallest group has been working for less than 1 year. They add up to 23 respondents, or 8.9% of the sample.

4.2 Correlation and Regression Analysis

Correlations between work-family conflicts and entrepreneurial motivations are shown in Table 1 .

All the results for regression analyses are provided in from Table 2 to Table 8. A regression analysis shows that work-family conflicts have positive influence over entrepreneurial motivations. Table 2 shows that the higher work-family conflicts, the stronger entrepreneurial motivations. This echoes Gilad and Levine (1986) that

work-family conflicts are one factor that leads to the emergence of entrepreneurial motivations. Hence, Hypothesis 1 is supported. Work-family conflicts do affect entrepreneurial motivations.

Table 1 Correlations

	Mean	SD	1	2	3	4	5	6	7	8
1. Time-Based Work Interference with Family	8.92	3.67	1							
2. Time-Based Family Interference with Work	8.47	3.69	0.839**	1						
3. Strain-Based Work Interference with Family	8.92	3.70	0.870**	0.871**	1					
4. Strain-Based Family Interference with Work	8.64	3.89	0.781**	0.876**	0.842**	1				
5. Behavior-Based Work Interference with Family	9.09	3.67	0.761**	0.813**	0.801**	0.824**	1			
6. Behavior-Based Family Interference with Work	8.72	3.61	0.758**	0.853**	0.796**	0.851**	0.855**	1		
7. Work-family conflict	52.76	20.55	0.902**	0.947**	0.934**	0.934**	0.910**	0.921**	1	
8. Occupational commitment	67.91	21.10	0.035	0.045	0.071	0.082	0.018	0.101	0.063	1
9. Entrepreneurial motivation	28.16	10.61	0.231**	0.164**	0.240**	0.193**	0.191**	0.022	0.188**	-0.367**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 2 Results of Regression Analysis for Work-family Conflict and Entrepreneurial Motivation

	Entrepreneurial motivation			
	Model1	Model2	Model3	Model4
	β	β	β	β
Gender	0.194*	0.179*	0.125*	0.049*
Age	-0.149	-0.134	-0.172	0.029
Marital status	0.331*	0.347*	0.324*	0.365*
Educational backgrounds	0.012	-0.007	-0.042	-0.028
Family types	0.308**	0.315**	0.263**	0.132**
Industry-Technology industry	0.027	0.043	0.022	0.019
Industry-Service sector	-0.060	-0.026	-0.011	-0.033
Industry-Medical Professions	-0.047	0.002	0.025	0.041
Industry-Manufacturing	-0.064	-0.019	-0.083	-0.064
Positions	0.216**	0.125**	-0.104**	0.117**
Tenure	-0.146	-0.181	-0.177	-0.138
The need to take care of seniors	0.113*	0.119*	0.062	0.050
The need to support children	0.395**	0.362**	0.345**	0.315**
Social desirable	0.118*	0.127**	0.116**	0.126**
Work-family conflict		0.196**	0.324**	0.230**
Occupational commitment			-0.365y	-0.252**
Work-family conflict and occupational commitment interaction				-0.459**
R ²	0.419	0.447	0.548	0.622
Adjust R ²	0.388	0.415	0.518	0.597
F	13.431**	13.928**	18.128**	26.614**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 3 Results of Regression Analysis for Time-based Work Interference with Family

	Entrepreneurial motivation			
	Model1	Model2	Model3	Model4
	β	β	β	β
Gender	0.194*	0.182*	0.131*	0.072*
Age	-0.149	-0.107	-0.120	0.018
Marital status	0.331*	0.354*	0.333*	0.352*
Educational backgrounds	0.012	-0.018	-0.067	-0.048
Family types	0.308**	0.335**	0.285**	0.162**
Industry-Technology industry	0.027	0.049	0.045	0.031
Industry-Service sector	-0.060	-0.032	-0.014	-0.033
Industry-Medical Professions	-0.047	-0.017	-0.009	0.014
Industry-Manufacturing	-0.064	-0.021	-0.083	-0.077
Positions	0.216**	0.136**	-0.050**	0.110**
Tenure	-0.146	-0.169	-0.156	-0.132
The need to take care of seniors	0.113*	0.118*	0.059*	0.047*
The need to support children	0.395**	0.353**	0.328**	0.308**
Social desirable	0.118*	0.125**	0.127**	0.154**
Time-Based Work Interference with Family		0.208**	0.287**	0.230**
Occupational commitment			-0.346**	-0.280**
Workand Family Interaction forTime-Based				-0.406**
R2	0.419	0.453	0.533	0.613
Adjust R ²	0.388	0.421	0.504	0.588
F	13.431**	14.263**	18.262**	23.701**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 4 Results of Regression Analysis for Time-based Family Interference with Work

	Entrepreneurial motivation			
	Model1	Model2	Model3	Model4
	β	β	β	β
Gender	0.194*	0.178*	0.127*	0.056*
Age	-0.149	-0.137	-0.159	-0.004
Marital status	0.331*	0.357*	0.341*	0.382*
Educational backgrounds	0.012	0.006	-0.033	-0.010
Family types	0.308**	0.311**	0.254**	0.158**
Industry-Technology industry	0.027	0.034	0.025	-0.001
Industry-Service sector	-0.060	-0.031	-0.010	-0.032
Industry-Medical Professions	-0.047	0.004	0.025	0.032
Industry-Manufacturing	-0.064	-0.016	-0.070	-0.078
Positions	0.216**	0.139**	-0.046**	0.147**
Tenure	-0.146	-0.176	-0.168	-0.110
The need to take care of seniors	0.113*	0.122*	0.067*	0.066*
The need to support children	0.395**	0.372**	0.353**	0.341**
Social desirable	0.118*	0.133**	0.134**	0.138**
Time-based family interference with work		0.176**	0.256**	0.151**
Occupational commitment			-0.336**	-0.216**
Family and Work Interference for Time-Based				-0.431**
R ²	0.419	0.443	0.518	0.603
Adjust R ²	0.388	0.410	0.488	0.576
F	13.431**	13.665**	17.202**	22.650**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 5 Results of Regression Analysis for Strain-based Work Interference with Family

	Entrepreneurial motivation			
	Mode1	Mode2	Mode3	Mode4
	β	β	β	β
Gender	0.194*	0.183*	0.133*	0.072*
Age	-0.149	-0.123	-0.158	-0.013
Marital status	0.331*	0.346*	0.320*	0.326*
Educational backgrounds	0.012	-0.012	-0.048	-0.039
Family types	0.308**	0.318**	0.267**	0.160**
Industry-Technology industry	0.027	0.046	0.026	0.025
Industry-Service sector	-0.060	-0.030	-0.022	-0.025
Industry-Medical Professions	-0.047	-0.008	0.004	0.020
Industry-Manufacturing	-0.064	-0.017	-0.086	-0.084
Positions	0.216**	0.129**	-0.090**	0.072**
Tenure	-0.146	-0.171	-0.158	-0.135
The need to take care of seniors	0.113*	0.107*	0.043*	0.013*
The need to support children	0.395**	0.360**	0.347**	0.315**
Social desirable	0.118*	0.130**	0.119**	0.130**
Strain-Based Work Interference with Family		0.214**	0.333**	0.259**
Occupational commitment			-0.368**	-0.313**
Work and Family Interaction for Strain-Based				-0.358**
R ²	0.419	0.456	0.560	0.608
Adjust R ²	0.388	0.424	0.531	0.582
F	13.431**	14.434**	19.008**	23.180**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 6 Results of Regression Analysis for Strain-based Family Interference with Work

	Entrepreneurial motivation			
	Mode1	Mode2	Mode3	Mode4
	β	β	β	β
Gender	0.194*	0.174*	0.116*	0.042*
Age	-0.149	-0.150	-0.196	-0.017
Marital status	0.331*	0.336*	0.306*	0.370*
Educational backgrounds	0.012	-0.006	-0.044	-0.044
Family types	0.308**	0.305**	0.244**	0.145**
Industry-Technology industry	0.027	0.044	0.026	0.029
Industry-Service sector	-0.060	-0.025	-0.008	-0.031
Industry-Medical Professions	-0.047	0.015	0.046	0.053
Industry-Manufacturing	-0.064	-0.018	-0.083	-0.056
Positions	0.216**	0.132**	-0.089**	0.096**
Tenure	-0.146	-0.176	-0.169	-0.127
The need to take care of seniors	0.113*	0.117*	0.057*	0.054*
The need to support children	0.395**	0.361**	0.343**	0.335**
Social desirable	0.118*	0.119**	0.096**	0.098**
Strain-Based Family Interference with Work		0.194**	0.315**	0.232**
Occupational commitment			-0.367**	-0.262**
Family and Work Interference for Strain-Based				-0.414**
R ²	0.419	0.447	0.545	0.611
Adjust R ²	0.388	0.415	0.515	0.585
F	13.431**	13.912**	17.901**	23.446**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 7 Results of Regression Analysis for Behavior-based Work Interference with Family

	Entrepreneurial motivation			
	Model1	Model2	Model3	Model4
	β	β	β	β
Gender	0.194*	0.192*	0.150*	0.086*
Age	-0.149	-0.140	-0.180	0.004
Marital status	0.331*	0.334*	0.304*	0.334*
Educational backgrounds	0.012	0.002	-0.025	-0.024
Family types	0.308**	0.299**	0.241**	0.132**
Industry-Technology industry	0.027	0.032	0.006	-0.003
Industry-Service sector	-0.060	-0.032	-0.023	-0.048
Industry-Medical Professions	-0.047	-0.010	0.003	0.028
Industry-Manufacturing	-0.064	-0.026	-0.092	-0.073
Positions	0.216**	0.128**	-0.077**	0.091**
Tenure	-0.146	-0.186	-0.182	-0.177
The need to take care of seniors	0.113*	0.121*	0.069*	0.073*
The need to support children	0.395**	0.367**	0.356**	0.317**
Social desirable	0.118*	0.122**	0.107*	0.128*
Behavior-Based Work Interference with Family		0.181**	0.280**	0.237**
Occupational commitment			-0.339**	-0.265**
Work and Family Interaction for Behavior-Based				-0.397**
R ²	0.419	0.444	0.533	0.592
Adjust R ²	0.388	0.411	0.502	0.565
F	13.431**	13.723**	17.082**	21.683**

Note: N = 258; * p < 0.05, ** p < 0.01.

Table 8 Results of Regression Analysis for Behavior-based Family Interference with Work

	Entrepreneurial motivation			
	Model1	Model2	Model3	Model4
	β	β	β	β
Gender	0.194*	0.186*	0.131*	0.067*
Age	-0.149	-0.148	-0.193	0.028
Marital status	0.331*	0.338*	0.320*	0.377*
Educational backgrounds	0.012	0.006	-0.026	0.005
Family types	0.308**	0.313**	0.273**	0.145**
Industry-Technology industry	0.027	0.033	0.016	0.034
Industry-Service sector	-0.060	-0.048	-0.030	-0.054
Industry-Medical Professions	-0.047	-0.031	-0.007	0.011
Industry-Manufacturing	-0.064	-0.055	-0.123	-0.063
Positions	0.216**	0.186**	-0.029**	0.172**
Tenure	-0.146	-0.161	-0.166	-0.134
The need to take care of seniors	0.113*	0.117*	0.070*	0.057*
The need to support children	0.395**	0.387**	0.376**	0.332**
Social desirable	0.118*	0.121*	0.111**	0.101**
Behavior-Based family interference with work		0.069	0.205**	0.170**
Occupational commitment			-0.334**	0.791**
Family and Work Interference for Behavior-Based				-1.154**
R ²	0.419	0.422	0.505	0.586
Adjust R ²	0.388	0.389	0.472	0.559
F	13.431**	12.593**	15.249**	21.164**

Note: N = 258; * p < 0.05, ** p < 0.01.

The present study also examine the moderating effects of occupational commitment to the relationship between work-family conflicts and entrepreneurial motivations. The regression analysis shows that work-family conflicts boast significant predictive power over entrepreneurial motivations. Meanwhile, the interactions between work-family conflicts and occupational commitment have significant effects on entrepreneurial motivations. This is in line with the criteria for Mohr and Neivn (1990) interference. The results indicate that occupational commitment exhibits moderating effects over the relationship between work-family conflicts and entrepreneurial motivations. In other words, Hypothesis 2 is supported. Occupational commitment has moderating effects over the relationship between work-family conflicts and entrepreneurial motivations.

5. Discussion

Work-family conflicts are a concept perceived by an individual. Gilad and Levine (1986) indicate that the family is one factor that influences the emergence of entrepreneurial motivations. This paper also infers that high work-family conflicts contribute to the strength of entrepreneurial motivations. The regression analysis proves the positive effect of work-family conflicts on entrepreneurial motivations. This paper continues with a regression analysis on the six dimensions of work-family conflicts in order to examine their relationships with entrepreneurial motivations. The results suggest that behavior-based work-family conflicts do not have significant influence on entrepreneurial motivations. However, all the other five dimensions of work-family conflicts report positive effects on entrepreneurial motivations. Among them, tension-based work-family conflicts show the stronger the impact.

This paper believes that high occupational commitment deters the strength of entrepreneurial motivations even when the perceived work-family conflicts step up. In other words, there will be no significant correlation between these two factors. In contrast, employees with low occupational commitment have a lower degree of identification with their jobs. Once the perceived work-family conflicts increase, such employees are more likely to have desire to start their own businesses and seek opportunities outside their existing jobs. The regression analysis in this paper also proves the moderating effects of occupational commitment on the relationship between work-family conflicts and entrepreneurial motivations.

6. Suggestions to Future Studies

This paper examines push-factor entrepreneurial motivations. The research results also prove the effects of work-family conflicts on entrepreneurial motivations of employees. However, this study does not explore pull-factors. Hence, it is suggested that future studies investigate pull factors regarding the relationship between work-family conflicts and entrepreneurial motivations.

This paper defines work-family conflicts according to the six dimensions developed by Carlson, Kacmarand, and Williams (2000). The research results in this paper also prove the positive effects of work-family conflicts on entrepreneurial motivations. However, the regression analysis suggests that not all the six dimensions have significant influence on entrepreneurial motivations. It is suggested that future studies examine different dimensions of work-family conflicts in the investigation of the relationship between work-family conflicts and entrepreneurial motivations and their effects on entrepreneurial motivations.

7. Suggestions to Industry Practitioners

This paper finds that high work-family conflicts lead to strong entrepreneurial motivations. Tension-based work-family conflicts, in particular, have greatest impacts on entrepreneurial motivations. It is suggested that companies should promote family-friendly policies to encourage work-life balance. It will enhance the retention willingness of employees. Tension management and job description modifications are recommended to mitigate tension-based work-family conflicts for employees.

This study also finds that the higher perceived occupational commitment, the lower the entrepreneurial motivations in the event of high work-family conflicts. The lower perceived occupational commitment, the higher the entrepreneurial motivations. It is hence suggested that to avoid a loss of talents, companies should seek to strengthen the occupational commitment of employees. To improve emotion-based commitment, companies should improve corporate images, salaries and benefits, facilities and management, or offer necessary support and assistance via supervisors or colleagues. This will augment the solidarity of employees toward their organizations. To enhance norm-based commitment, companies should provide necessary training and education so as to foster employees' sense of responsibilities in the constant training process. This will make employees realize that they are valued. Meanwhile, companies can organize regular get-togethers, dinners, or travels to encourage the interactions between employees/peers. This will allow employees to fully integrate into the organization and discourage the idea of leaving or starting their own businesses.

Although this paper seeks to be as comprehensive as possible, it suffers from the following research limitations due to time and manpower factors:

(1) Difficulty in ensuring the replies from respondents

The questionnaires are released to the respondents in person or posted to them. Collections are also conducted in person or by post. However, it is impossible to control the situation when they provide the answers. This paper can only determine the quality of answers with inversely worded questions.

(2) Nature of cross-sectional data

This paper can only analyse the relationship between variables with cross-sectional data, due to limitations in time and manpower. It is only possible to make inferences on the status at one point in time and not possible to further explain the causal relationships.

References:

- Aldrich H. (2000). *Organizations Evolving*, Beverly Hills: Sage.
- Allen T. D., Herst D. E., Bruck C. S. and Sutton M. (2000). "Consequences associated with work-to-family conflict: A review and agenda for future research", *Journal of Occupational Health Psychology*, Vol. 5, No. 2, pp. 278-308.
- Aranya N., Pollock J. and Amernic J. (1981). "An examination of professional commitment in public accounting", *Accounting, Organizations and Society*, Vol. 6, No. 4, pp. 271-280.
- Aryee S. and Tan K. (1992). "Antecedents and outcomes of career commitment", *Journal of Vocational Behavior*, Vol. 40, No. 3, pp. 288-305.
- Aryee S., Chay Y. W. and Chew J. (1994). "An investigation of the predictors and outcomes of career commitment in three career stages", *Journal of Vocational Behavior*, Vol. 44, No. 1, pp. 1-16.
- Bajaro A. (1981). "Entrepreneurial self-assessment", in: *Entrepreneur's Handbook*, The Philippines: University of the Philippines Institute for Small-scale Industries, Technonet Asia.
- Becker H. S. (1960). "Notes on the concept of commitment", *American Journal of Sociology*, Vol. 66, No. 1, pp. 32-42.
- Benzing C., Chu H. and Callanan G. (2005). "A regional comparison of the motivation and problems of Vietnamese entrepreneurs", *Journal of Developmental Entrepreneurship*, Vol. 10, No. 1, pp. 3-27.

- Blau G. J. (1985). "The measurement and prediction of career commitment", *Journal of Occupational Psychology*, Vol. 58, No. 4, pp. 277-288.
- Blau G. J. (1986). "Job involvement and organizational commitment as interactive predictor of tardiness and absenteeism", *Journal of Management*, Vol. 12, pp. 240-257.
- Blau G. J. (1988). "Further exploring the meaning and measurement of career commitment", *Journal of Vocational Behavior*, Vol. 32, No. 3, pp. 284-297.
- Blau G. J. (2003). "Testing for a four-dimensional structure of occupational commitment", *Journal of Occupational and Organizational Psychology*, Vol. 76, pp. 469-488.
- Blau G. J. and Lunz M. (1998). "Testing the incremental effect of professional commitment on intent to leave one's profession beyond the effects of external, personal, and work-related variables", *Journal of Vocational Behavior*, Vol. 52, No. 2, pp. 260-269.
- Blau G. J., Paul A. and St. John N. (1993). "On developing a general index of work commitment", *Journal of Vocational Behavior*, Vol. 42, No. 3, pp. 298-314.
- Boyd D. and Gumpert D. (1983). "Coping with entrepreneurial stress", *Harvard Business Review*, Vol. 34, pp. 44-64.
- Burch J. (1986). *Entrepreneurship*, New York: John Wiley and Sons.
- Carlson D. S., Kacmar K. M. and Williams L. J. (2000). "Construction and initial validation of a multidimensional measure of work-Family conflict", *Journal of Vocational Behavior*, Vol. 56, No. 2, pp. 249-276.
- Chang J. Y. and Choi J. N. (2007). "The dynamic relation between organizational and professional commitment of highly educated research and development (R&D) professionals", *The Journal of Social Psychology*, Vol. 147, No. 3, pp. 299-315.
- Choo S. and Wong M. (2006). "Entrepreneurial intention: Triggers and barriers to new venture creation in Singapore", *Singapore Management Review*, Vol. 28, No. 2, pp. 47-64.
- Christiansen C. (1997). *The Innovators Dilemma*, Cambridge: Harvard Business School Press.
- Cunningham G. B. and Sagas M. (2004). "Work experiences, occupational commitment, and intent to enter the sport management profession", *Physical Educator*, Vol. 61, No. 3, pp. 146-156.
- Directorate-General of Budget, Accounting and Statistics, Executive Yuan, R.O.C. (2004). Monthly Bulletin of Manpower Statistics in Taiwan Area, R.O.C.
- Dollingers M. J. (2003). *Entrepreneurship: Strategies and Resources* (3rd ed.), Prentice Hall.
- Drucker P. F. (1984). "Our entrepreneurial economy", *Harvard Business Review*, Vol. 62, No. 1, pp. 59-64.
- Farris G. F. and Cordero R. (2002). "Leading your scientists and engineers", *Research Technology Management*, Vol. 45, No. 6, pp. 13-25.
- Frone M. R., Rusell M. and Copper M. L. (1992). "Antecedents and outcomes of Work-Family conflicts: Testing a model of the Work-Family interface", *Journal of Applied Psychology*, Vol. 77, No. 1, pp. 65-78.
- Frone M. R., Russell M. and Cooper M. L. (1997). "Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents", *Journal of Occupational and Organizational Psychology*, Vol. 70, No. 4, pp. 325-335.
- Gilad B. and Levine P. (1986). "A behavioral model of entrepreneurial supply", *Journal of Small Business Management*, Vol. 24, No. 4, pp. 45-53.
- Greenberger D. and Sexton D. (1988). "An interactive model of new venture creation", *Journal of Small Business Management*, Vol. 26, No. 3, pp. 1-7.
- Greenhaus J. H. and Beutell N. J. (1985). "Sources of conflict between work and family roles", *Academy of Management Review*, Vol. 10, No. 1, pp. 76-88.
- Greenhaus J. H., Parasuraman S. and Collins K. M. (2001). "Career involvement and family involvement as moderators of relationships between work-family conflict and withdraw from a profession", *Journal of Occupational Health Psychology*, Vol. 6, No. 2, pp. 91-100.
- Gutek B., Searle S. and Klepa L. (1991). "Rational versus gender role-explanations for work-family conflict", *Journal of Applied Psychology*, Vol. 76, No. 4, pp. 560-568.
- Hall D. (1971). "A theoretical model of career subidentity development in organizational settings", *Organizational Behavior and Human Performance*, Vol. 6, pp. 50-76.
- Hall D. and Moss J. (1998). "The new protean career contract: Helping organizations and employees adapt", *Organizational Dynamics*, Vol. 26, No. 3, pp. 22-37.
- Hammer L. B., Bauer T. N. and Grandey A. A. (2003). "Work-family conflict and work-related withdrawal behaviors", *Journal of Business and Psychology*, Vol. 17, No. 3, pp. 419-436.

- Handy C. (1994). *The Age of Paradox*, Boston: Harvard Business School Press.
- Higgins C. A., Duxbury L. E. and Irving R. H. (1992). "Work-Family conflicts in the dual-career family", *Organizational Behavior and Human Decision Processes*, Vol. 51, No. 1, pp. 51-75.
- Hisrich R., Brush C., Good D. and Souza G. D. (1996). *Some Preliminary Findings on Performance in Entrepreneurial Ventures: Does Gender Matter? Frontiers of Entrepreneurship Research*, Wellesley, MA: Babson College.
- Jaepil C. (2008). "Work and family demands and life stress among Chinese employees: The mediating effect of work-family conflict", *The International Journal of Human Resource Management*, Vol. 19, No. 5, pp. 878-895.
- Jalilvand M. (2000). "Married women, work, and values", *Monthly Labor Review Online*, Vol. 123, p. 2.
- Johnson R. (1996). "Antecedent and outcome of corporate refocusing", *Journal of Management*, Vol. 22, No. 3, pp. 439-483.
- Kahn R. L., Wolfe D. M., Quinn R. P., Snoek J. D. and Rosenthal R. A. (1964). *Organizational Stress: Study in Role Conflict and Ambiguity*, Wiley, New York.
- Katz D. and Kahn R. L. (1978). *The Social Psychology of Organizations* (2nd ed.), Wiley, New York.
- Knight R. (1987). "Can business schools produce entrepreneurs?", in: N. C. Churchill, J. A. Hornaday, B. A. Kirchoff, O. J. Krasner & K. H. Vesper (Eds.), *Frontiers of Entrepreneurship Research*, Wellesley, MA: Babson College, pp. 603-604.
- Kopelman R. E., Greenhaus J. H. and Connolly T. F. (1983). "A model of work, family, and inter-role conflict: A construct validation study", *Organizational Behavior and Human Performance*, Vol. 32, pp. 198-215.
- Lee K., Carswell J. and Allen N. (2000). "A meta-analytic review of occupational commitment: Relations with person and work related variables", *Journal of Applied Psychology*, Vol. 85, No. 5, pp. 799-811.
- Low M. B. and MacMillan I. C. (1988). "Entrepreneurship: Past research and future challenges", *Journal of Management*, Vol. 14, No. 2, pp. 139-161.
- Marshall S. and Wijting J. (1982). "Dimensionality of woman's career orientation", *Sex Role*, Vol. 8, No. 2, pp. 620-646.
- Martins L. L., Eddleston K. A. and Veiga J. F. (2002). "Moderators of the relationship between work-family conflict and career satisfaction", *Academy of Management Journal*, Vol. 45, No. 2, pp. 399-409.
- McClelland D. (1961). *The Achieving Society*, Princeton, NJ: D. Van Nostrand.
- Mesmer-Magnus J. R. and Viswesvaran C. (2005). "Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination", *Journal of Vocational Behavior*, Vol. 67, pp. 215-232.
- Meyer J. P. and Herscovitch L. (2001). "Commitment in the workplace: Toward a general model", *Human Resource Management Review*, Vol. 11, No. 3, pp. 299-326.
- Meyer J. P., Allen N. J. and Smith C. A. (1993). "Commitment to organizational and occupations: Extension and test of a three-component conceptualization", *Journal of Applied Psychology*, Vol. 78, No. 4, pp. 538-551.
- Meyer J. P., Paynonem S. V., Gellatly I. R., Goffin R. D. and Jackson D. N. (1989). "Organizational commitment and job performance: It's the nature of the commitment that count", *Journal of Applied Psychology*, Vol. 74, pp. 152-156.
- Meyer J. and Allen N. (1997). *Commitment in the Workplace: Theory, Research and Application*, Thousand Oaks, CA: Sage.
- Morrow P. C. and Goetz J. F. (1988). "Professionalism as a form of work commitment", *Journal of Vocational Behavior*, Vol. 32, No. 1, pp. 92-112.
- Morrow P. C. and Wirth R. E. (1989). "Work commitment among salaried professionals", *Journal of Vocational Behavior*, Vol. 34, No. 1, pp. 40-56.
- Netemeyer R. G., Boles J. S. and McMurrian R. (1996). "Development and validation of work-family conflict and family-work conflict scales", *Journal of Applied Psychology*, Vol. 81, No. 4, pp. 400-410.
- Nollen S. and Axel H. (1996). *Managing Contingent Workers*, New York: American Management Association.
- O'Priscoll M. P., Ilgen D. R. and Hildreth K. (1992). "Time devoted to job and off-job activities, inter role conflict and affective experiences", *Journal of Applied Psychology*, Vol. 77, No. 3, pp. 272-279.
- Porter L. and Lawler E. (1968). *Managerial Attitudes and Performance*, Chicago, IL: Irwin.
- Riketta M. (2002). "Attitudinal organizational commitment and job performance: A meta-analysis", *Journal of Organizational Behavior*, Vol. 23, No. 3, pp. 257-266.
- Robichaud Y., McGraw E. and Roger A. (2001). "Toward the development of a measuring instrument for entrepreneurial motivation", *Journal of Developmental Entrepreneurship*, Vol. 6, No. 2, pp. 189-202.
- Segal G., Borgia D. and Schoenfeld J. (2005). "Motivation to become an entrepreneur", *International Journal of Entrepreneurial Behavior and Research*, Vol. 11, No. 1, pp. 42-57.
- Shane S. and Venkataraman S. (2000). "The promise of entrepreneurship as a field of research", *Academy of Management Review*, Vol. 25, No. 1, pp. 217-226.

- Shane S., Kolvereid L. and Westhead P. (1991). "An exploratory examination of the reason leading to new firm formation across country and gender", *Journal of Business Venturing*, Vol. 6, No. 6, pp. 431-446.
- Shane S., Locke E. A. and Collins C. J. (2003). "Entrepreneurial motivation", *Human Resource Management Review*, Vol. 13, pp. 257-279
- Siegel P. A., Post C., Brockner J., Fishman A. J. and Garden C. (2005). "The moderating influence of procedural fairness on the relationship between work-life conflict and organizational commitment", *Journal of Applied Psychology*, Vol. 90, No. 1, pp. 13-24
- Snape E. and Redman T. (2003). "An evaluation of a three-component model of occupational commitment: Dimensionality and consequences among United Kingdom human resource management specialists", *Journal of Applied Psychology*, Vol. 88, No. 1, pp. 152-159.
- Somech A. and Bogler R. (2002). "Antecedents and consequences of teacher organizational and professional commitment", *Educational Administration Quarterly*, Vol. 38, No. 4, pp. 555-577.
- Somers M. J. (1995). "Organizational commitment, turnover, and absenteeism: An examination of direct and interaction effects", *Journal of Organizational Behavior*, Vol. 16, No. 1, pp. 49-58.
- Stewart W., Watson W., Carland J. and Carland J. (2003). "A proclivity for entrepreneurship: A comparative study of entrepreneurs, small business owners, and corporate managers", *Journal of Business Venturing*, Vol. 14, No. 20, pp. 189-214.
- Storeva A. Z., Chiu R. K. and Greenhaus J. H. (2002). "Negative affectivity, role stress, and work-family conflict", *Journal of Vocational Behavior*, Vol. 60, pp. 1-16.
- Tam Y. M., Korczynski M. and Frenkel S. J. (2002). "Organizational and occupational commitment: Knowledge workers in large corporations", *Journal of Management Studies*, Vol. 39, No. 6, pp. 775-801.
- Taormina R. J. and Lao S. K. (2007). "Measuring Chinese entrepreneurial motivation: Personality and environmental influences", *International Journal of Entrepreneurial Behaviour & Research*, Vol. 13, No. 4, pp. 200-221.
- Turner B. A. and Chelladurai P. (2005). "Organizational and occupational commitment, intention to leave, and perceived of intercollegiate coaches", *Journal of Sport Management*, Vol. 19, No. 2, pp. 193-211.
- Watson K., Hogarth-Scott S. and Wilson N. (1998). "Small business start-ups: Success factors and support implications", *International Journal of Entrepreneurial Behaviour and Research*, Vol. 4, No. 3, pp. 217-238.
- Young E. and Welsch H. (1993). "Major elements in entrepreneurial development in central Mexico", *Journal of Small Business Management*, Vol. 31, No. 4, pp. 80-85.