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**Consequences of reward-oriented motivation and security-oriented motivation for business growth motivation among small business owners**  
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## Summary

In this thesis, I describe eight studies aimed at investigating the consequences of reward-oriented motivation (i.e., an inclination to strongly focus the entrepreneurship on pursuing rewards) and security-oriented motivation (i.e., an inclination to strongly focus the entrepreneurship on ensuring one's survival and security) for business growth motivation among small-business owners. In addition, the eight studies were aimed to examine the process through which reward-oriented motivation and security-oriented motivation relate to business growth motivation among small-business owners. Chapter 1 provides a general introduction to the research presented in this thesis, as well as describes various theories and findings which are relevant for the research. Past studies on the role of motivation of engagement in entrepreneurship in business growth pursuit often suggest that small-business owners who are predominantly reward-oriented are generally more driven to pursue business growth than those who are predominantly security-oriented. However, the mechanisms that can explain why and how such a difference in levels of willingness to pursue business growth between them exists are unclear. Furthermore, to the best of my knowledge, research on reward-oriented motivation and security-oriented motivation in the context of entrepreneurship mostly employs a situational perspective (i.e., opportunity-based entrepreneurship and necessity-based entrepreneurship). As a result, research on the consequences of reward-oriented and security-oriented motivation for business growth motivation among small-business owners from an intrapersonal perspective is relatively scarce. The studies presented in this thesis were conducted for the purpose of addressing such gaps. Some studies employed an intrapersonal perspective in which the relationship between chronic regulatory focus (i.e., promotion focus and prevention focus) and an important precursor to business growth motivation (i.e., small business growth beliefs) among small-business owners was investigated. Other studies employed a situational perspective in which the mechanisms by which opportunity-based entrepreneurship and necessity-based entrepreneurship relate to business growth motivation (general business growth intentions) and its outcomes (current engagement in growth-pursuit behaviors and concrete business growth intentions) were investigated.

In Chapter 2, two studies aimed at examining the association between chronic regulatory focus and an important precursor to business growth motivation, small business growth beliefs (i.e., evaluations of whether or not business growth will likely lead to more positive or negative consequences), are presented. In the first study, Indonesian students were asked to imagine

themselves being the owner of a small webshop. In the second study, actual small-business owners were recruited to be participants of the study. In the two studies, they were asked to respond to a scale measuring their chronic regulatory foci, as well as indicate the extent to which they believe that the growth of their business will lead to certain outcomes (finance, business-related outcomes and affective outcomes). In the second study, participants were specifically asked to respond to a measure measuring their perceived competence with respect to the pursuit of business growth. The results of the two studies revealed that chronic promotion focus (i.e., a motivational orientation with respect to a strong focus on the pursuit of gains and growth) was positively associated with the belief that business growth will lead to more positive outcomes. Conversely, chronic prevention focus (i.e., a motivational orientation with respect to a strong focus on the insurance of security and fulfillment of responsibility) was negatively associated with such belief. In addition, the second study demonstrated that perceived competence with respect to the pursuit of business growth was found to mediate the relationships between the two chronic foci and small business growth beliefs relating to emotion-related outcomes.

In Chapter 3, three studies aimed at examining the mechanisms by which motives of entrepreneurship relate to business growth intentions (Studies 1, 2, and 3) and current engagement in growth-pursuit behaviors (Study 3), were presented. Specifically, the studies presented in this chapter were aimed to examine the roles of future time perspective (Studies 1, 2, and 3) and present time perspective (Study 3) in the context of entrepreneurship in such a mechanism. Studies 1 and 2 were conducted among samples of mostly Western small-business owners recruited online. Study 3 was conducted among a sample of Indonesian small-business owners recruited in Greater Jakarta Area, Indonesia. Participants in the three studies were asked to complete questionnaires comprising measures relating to the variables of interest (i.e., motives of entrepreneurship, time perspective, growth intentions, current engagement in growth-pursuit behaviors) and demographic variables. The results of the three studies provided *consistent* support for the notion that opportunity-based entrepreneurship was indirectly and positively related to business growth intentions and current engagement in growth-pursuit behaviors via future time perspective. However, the mediating effect of future time perspective in the negative association of necessity-based entrepreneurship with business growth intentions and current engagement in growth-pursuit behaviors was only found to be significant in Study 3. In addition, the negative association of

necessity-based entrepreneurship with business growth intentions and growth pursuit behaviors was mediated by present time perspective.

Chapter 4 presents three studies aimed to examine why small-business owners who are predominantly opportunity-based tend to be future oriented in running their businesses and thus possess strong intentions to pursue business growth, whereas small-business owners who are predominantly necessity-based do not. In these three studies, the role of entrepreneurial self-esteem (i.e., business owners' subjective evaluations of the worthiness of their business ownership) was examined. Similar to the studies presented in Chapter 3, Studies 1 and 2 presented in this chapter were conducted among samples of mostly Western small-business owners recruited online. Study 3 was conducted among a sample of Indonesian small-business owners recruited in the Greater Jakarta Area, Indonesia. In the three studies, participants were asked to complete questionnaires comprising scales that measured the variables of interest (i.e., motives of entrepreneurship, entrepreneurial self-esteem, future time perspective, general business growth intentions, concrete growth intentions) and demographic variables. In addition, variations in entrepreneurial self-esteem were induced in Studies 2 and 3. In Study 2, variations in entrepreneurial self-esteem were experimentally induced in two versions of writing task: a simplified version in which participants were asked to write down several of their own, personal positive views of their businesses, and an extended version in which they were additionally asked to elaborate extensively on these views, as well as to write about others' positive views of their businesses. In Study 3 conducted in Indonesia, variations in entrepreneurial self-esteem were experimentally induced by asking participants to write down others' positive views of their businesses. A control condition was included in Studies 2 and 3. The results of the three studies provided consistent support for the idea that the indirect positive association of opportunity-based entrepreneurship and business growth intentions was mediated by entrepreneurial self-esteem and future time perspective sequentially. As for necessity-based entrepreneurship, entrepreneurial self-esteem and future time perspective were found to sequentially mediate the indirect negative relationship between necessity-based entrepreneurship and business growth intentions in Studies 1 and 2. Moreover, in Study 2, small-business owners who were asked to perform an extended version of the writing task tended to possess significantly higher levels of entrepreneurial self-esteem than those in the control condition. In other words, small-business owners' levels of

entrepreneurial self-esteem can be enhanced by asking small-business owners to perform an extended version of the writing task.

The summary of the main findings, the general discussion about the findings, and the general conclusions of the findings are presented in Chapter 5. Firstly, in general, reward-oriented motivation is more positively predictive of business growth motivation than security-oriented motivation. Secondly, small-business owners who are predominantly promotion-focused tend to believe that business growth will lead to more positive outcomes than those who are predominantly prevention-focused. However, it does not automatically imply that small-business owners who are prevention-focused will always be skeptical about outcomes of business growth. They can have more positive views of business growth as long as they are willing to improve their positive perception regarding their competence with respect to the pursuit of business growth. Thirdly, compared to small-business owners who are predominantly necessity-based, small-business owners who are predominantly opportunity-based tend to be future-oriented in running their businesses. Their tendency to be future-oriented stems from their perceived worthiness of their business ownership, called entrepreneurial self-esteem. Both positive evaluations of the worthiness of their own businesses as well as the tendency to be future-oriented in running their businesses are indeed important variables accounting for why opportunity-based small-business owners intend to pursue business growth. Last but not least, the relationship between necessity-based entrepreneurship and business growth motivation is complex. There may be many factors (e.g., socio-economic factors, cultural factors, psychological factors) that influence the roles of time perspective and entrepreneurial self-esteem in the relationship between necessity-based entrepreneurship and business growth motivation. Therefore, it is undoubtedly important to take into account various factors while examining the consequences of necessity-based entrepreneurship for the pursuit of business growth. All in all, the decision to pursue business growth is a complex decision, influenced by many factors and circumstances.