

Affective Motivation:  
*Studies of its Importance for Entrepreneurial Activities*

Adesuwa Nkemdilim Omorede



**Affective motivation:  
Studies of its importance for entrepreneurial activities**



Luleå University of Technology  
Department of Business Administration, Technology and Social Sciences  
Entrepreneurship and Innovation  
Centre for Inter-organizational Innovation Research (CiiR)  
SE-971 87 Luleå  
Sweden

Printed by Luleå University of Technology, Graphic Production 2014

ISSN 1402-1544

ISBN 978-91-7583-105-3 (print)

ISBN 978-91-7583-106-0 (pdf)

Luleå 2014

[www.ltu.se](http://www.ltu.se)

# Dedication

To GOD for life and for purpose,  
To my beautiful family for inspiration, and  
To Sara for guidance.



# Acknowledgment

Where do I start? It has been almost four years since I began my research education. Although I have experienced several levels of emotions and challenges along the way, getting here today would not have been possible without support and guidance from the people around me.

First and foremost, I want to thank those with whom I have worked the closest for the past four years. First I thank my supervisor, Associate Professor Sara Thorgren for being the most amazing, inspiring, and admirable person. You took me under your wings and showed me the ropes of conducting good research through your never-ending encouragement and critique of every shortcoming. You have not only supported me in my academics, but you have also cared about my personal well-being through the years. It has been a great experience knowing you and working with you.

Second, I thank Professor Joakim Wincent, my second supervisor, for his support over the years. You were my ‘microscopic eye’ during my research education. You opened my mind to see and think about new things through your critical and analytical insights and suggestions. Your observations have greatly developed my thoughts and encouraged me to push myself even farther during these four years.

Third, I appreciate the support of my team members in the entrepreneurship and innovation division, Professor Håkan Ylinenpää, Professor Johan Frishammar, Professor Mats Westerberg, Professor Daniel Örtqvist, Professor Per-Erik Eriksson, Associate Professor Vinit Parida, Assistant Professor David Rönnerberg Sjödin, Kaarin Kivimäki and doctorate students Nerine Mary George, Wiebke Reim, Ida Lindh, Sambit Lenka, Aija Voitekane, Fábio Gama, and Joakim Leonardson. All of you have shown your love and support over the years, and I especially appreciate your feedback on my thesis. I have enjoyed working with such wonderful and caring individuals.

Fourth, I want to express my gratitude to Professor Dean Shepherd for taking time to read sections of my thesis and giving me your input on how it could be improved. In addition, I thank Associate Professor Malin Malmström for your time and detailed feedback on my thesis. Feedback from both of you greatly improved the quality and presentation of my doctoral thesis.

Fifth, I appreciate the respondents who took time to participate in my research. I would not have had access to any of my data, if it were not for the social entrepreneurs in Nigeria and for the project leaders in Sweden who agreed to participate in my projects. I also thank Segun Olotu of Sottu photography for helping with photographs of the affairs and dealings of the social entrepreneurs in Nigeria.

Sixth, I want to express my inmost gratitude to the Centre for Inter-Organizational Innovation Research (CiiR) and the funding agency VINNOVA. Without creating the Center and without financial support from VINNOVA to assist in that creation, my research education would have been nonexistent.

Finally, I thank my family and friends for their love and support all through these years. Most especially, I thank my loving parents, Engr. Darlington U. Omorede and Dr. Mrs. K. Christiana Omorede for your unconditional love, prayers and encouragement. My wonderful siblings, Osazee Kokobili (Omorede), Best Omorede, Uvbi Agho (Omorede), and Enoma Omorede, have all been an inspiration in my life. I also appreciate my uncles, my aunties, and my grandma for all your encouragement and prayers. And, to my friends Fatai Ikumapayi, Samuel Adeniji, Samuel Awe, Samuel Idowu, Niyi Abiri, and Stephen Mayowa Famurewa—thank you all for your support and encouragement.

Thank you, everyone, for your love.

Luleå November 2014

Adesuwa Nkemdilim Omorede,



# Abstract

Motivation is a significant concept within the entrepreneurial process, referring to everything from identifying opportunities and generating or articulating ideas to evaluating opportunities and planning steps to form or launch an enterprise and then grow and develop that enterprise. Motivational drivers can be classified as non-affective (i.e., rational and calculative) and affective (i.e., emotionally laden). The present doctoral thesis focuses on affective motivation among entrepreneurs and is comprised of four papers. Collectively, these papers focus on two research inquiries: (1) the role of social and cognitive factors for the development of affective entrepreneurial motivation and (2) how and why affective entrepreneurial motivations are related to entrepreneurial activities. Specifically, the thesis papers examine the following topics:

**Paper I.** *Entrepreneurship Psychology: A Review.* This paper addresses the status of extant research in key areas of entrepreneurship psychology (personality, cognition, emotion, attitude, and self within entrepreneurs' psychology) and what can be anticipated from future research in this domain. It draws upon a literature review and expert panel survey.

**Paper II.** *Exploration of Motivational Drivers towards Social Entrepreneurship.* This work explores what drives individual motivation for engagement and persistence in social entrepreneurial activities. It builds on a qualitative, multiple case study.

**Paper III.** *Committed to a Cause: Passionate Leader Behavior in Social Enterprising.* This qualitative, multiple case study explores the question of how passionate leader behavior benefits social enterprising.

**Paper IV.** *Obsessive Passion, Competence, and Performance in a Project Management Context.* This study tests the links among competence, passion and how entrepreneurial projects are led. It builds upon quantitative survey data.

# Thesis papers

## Paper I:

Title: Entrepreneurship Psychology: A Review  
Author(s): Adesuwa Omorede, Sara Thorgren and Joakim Wincent  
Status: In Press at *The International Entrepreneurship and Management Journal*  
DOI: 0.1007/s11365-014-0307-6

## Paper II:

Title: Exploration of Motivational Drivers towards Social Entrepreneurship  
Author(s): Adesuwa Omorede  
Status: Published 2014 in *The Social Enterprise Journal*, 10 (3), pp.239-267  
DOI: 10.1108/SEJ-03-2013-0014

## Paper III:

Title: Committed to a Cause: Passionate Leader Behavior in Social Enterprising  
Author(s): Sara Thorgren and Adesuwa Omorede  
Status: Under review with an academic journal (second phase)

## Paper IV:

Title: Obsessive Passion, Competence, and Performance in a Project Management Context  
Author(s): Adesuwa Omorede, Sara Thorgren and Joakim Wincent  
Status: Published 2013 in the *International Journal of Project Management*, 31(6), pp.877-888.  
DOI: 10.1016/j.ijproman.2012.09.002

## Table of Contents

<b>1. INTRODUCTION .....</b>	<b>1</b>
<b>2. THEORETICAL FRAMEWORK.....</b>	<b>5</b>
2.1 ENTREPRENEURIAL MOTIVATION .....	5
2.2 PRECONDITIONS TO ENTREPRENEURIAL NON-AFFECTIVE MOTIVATION .....	6
2.3 ACTIONS AND OUTCOMES OF NON-AFFECTIVE ENTREPRENEURIAL MOTIVATION .....	10
2.4 AFFECTIVE ENTREPRENEURIAL MOTIVATION .....	12
2.5 SUMMARY OF RESEARCH GAPS .....	16
2.5.1 <i>Lack of distinction between affective and non-affective motivation</i> .....	16
2.5.2 <i>Lack of identified preconditions to affective motivation</i> .....	17
2.5.3 <i>Lack of research on affective entrepreneurial motivation outcomes</i> .....	17
2.6 THESIS STUDIES IN RELATION TO EXTANT RESEARCH.....	17
2.7 AFFECTIVE ENTREPRENEURIAL MOTIVATION IN A SOCIAL ENTREPRENEURSHIP CONTEXT	18
<b>3. METHOD APPROACHES .....</b>	<b>23</b>
3.1 SEVERAL METHOD APPROACHES.....	23
3.2 HISTORICAL AND FUTURE-ORIENTED LITERATURE REVIEW .....	25
3.3 QUALITATIVE CASE STUDIES ON SOCIAL ENTREPRENEURS .....	26
3.3.1 <i>Research setting</i> .....	26
3.3.2 <i>Sampling</i> .....	27
3.3.3 <i>Data collection</i> .....	30
3.3.4 <i>Data analysis</i> .....	30
3.3.5 <i>Quality criteria in relation to my qualitative approach</i> .....	32
3.3.5.1 <i>Credibility</i> .....	32
3.3.5.2 <i>Transferability</i> .....	32
3.3.5.3 <i>Dependability</i> .....	33
3.3.5.4 <i>Confirmability</i> .....	33
3.4 QUANTITATIVE SURVEY ON LEADERS OF ENTREPRENEURIAL PROJECTS.....	33
3.4.1 <i>Research setting and sampling</i> .....	34
3.4.2 <i>Data collection</i> .....	34
3.4.3 <i>Data analysis</i> .....	34
3.4.4 <i>Quality criteria in relation to the quantitative approach</i> .....	35
3.4.4.1 <i>Validity</i> .....	35
3.4.4.2 <i>Reliability</i> .....	35
<b>4. SUMMARIES OF THE FOUR PAPERS.....</b>	<b>37</b>
4.1 PAPER I: ENTREPRENEURSHIP PSYCHOLOGY: A REVIEW .....	37
4.2 PAPER II: EXPLORATION OF MOTIVATIONAL DRIVERS TOWARDS SOCIAL ENTREPRENEURSHIP.....	39
4.3 PAPER III: COMMITTED TO A CAUSE: PASSIONATE LEADER BEHAVIOR IN SOCIAL ENTERPRISING .....	40
4.4. PAPER IV: OBSESSIVE PASSION, COMPETENCE, AND PERFORMANCE IN A PROJECT MANAGEMENT CONTEXT .....	41
<b>5. DISCUSSION OF KEY FINDINGS .....</b>	<b>43</b>
5.1 CONTRIBUTIONS TO ENTREPRENEURIAL MOTIVATION .....	44
5.2 PRACTICAL IMPLICATIONS .....	48
5.3 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH.....	50
5.4 CONCLUSION.....	52
<b>REFERENCES .....</b>	<b>53</b>



# 1. Introduction

Entrepreneurial motivation is the drive that energizes people to direct behavior toward discovering, evaluating, and exploiting opportunities to create future goods and services (Baron, 2008; Cardon, Wincent, Singh, & Drnovsek, 2009; Shane & Shane, 2000; Shane & Venkataraman, 2000). Motivation, then, contributes significantly to entrepreneurs' ambition to select desired behaviors that sustain and regulate their pattern of actions and desired outcomes. Motivation is also significant within the context of the entrepreneurial process, encompasses everything from identifying opportunities and generating or articulating ideas to evaluating opportunities and planning steps to form or launch an enterprise and then grow and develop that enterprise. Motivation has been highlighted as significant for individual entrepreneurs in facilitating individual venture creation (Edelman & Yli-Renko, 2010), individual actions and decisions to reach successful outcomes (Tipu & Arain, 2011; Ucbasaran, Westhead, Wright, & Flores, 2010), and individuals' abilities to be innovative and creative (Begley & Boyd, 1987). Moreover, motivation paves the way for entrepreneurs to acquire certain knowledge, skills, and abilities that are essential for successful outcomes. This includes their potential for discovering, evaluating, and exploiting profitable opportunities to create market, social, or monetary value.

Motivation can be distinguished as non-affective and affective. Non-affective motivation is not emotionally driven; emphasizes rational and calculative competence-based and intellectual explanations about what drives and activates people; explains what drives individuals to choose one decision over another; and stimulates goal-directed behaviors to sustain business development efforts (Kuratko, Hornsby, & Naffziger, 1997; Shane, Locke, & Collins, 2003). These qualities are often discussed together with dialogues of extrinsic rewards (income, wealth, recognition, or status), autonomy, and family security (Kuratko *et al.*, 1997).

In contrast, prior research has suggested that affective motivation, which is driven by individual emotions, can also direct entrepreneurs' actions (Baron, 2008; Foo, 2011; Podoyntsyna, Van der Bij, & Song, 2012; Welp, Spörrle, Grichnik, Michl, & Audretsch, 2012). Emotions in this context refer to the broad definition Asforth and Humphrey (1995, pg. 99) used about uncontrollable and not-easily-calculated subjective feeling states, including

“the so-called basic emotions (e.g., joy, love, anger) and social emotions (e.g., shame, guilt, jealousy)” as well as time-dependent decision and action influences of constructs such as affect, sentiments, and moods. Unlike non-affective motivation, affective motivation may provide a deeper and alternate meaning into understanding how individuals are reinforced to persist and commit to entrepreneurial tasks. They may also predict the individual’s and firm’s performance and survival, even when tasks are highly challenging. The increasing study of affective motivation proposes that it influences, for example, opportunity recognition, firm growth, and innovativeness (Cardon, Gregoire, Stevens, & Patel, 2013; Cardon *et al.*, 2009). Baum and Locke (2004) also noted that such motivation may increase the success level of entrepreneurial outcomes. Affective motivation may thus to a large extent play an important role in the entrepreneurial process, starting from the initial stages of developing an idea, to the information processing stage, to initiating the business, and finally to the outcome stage.

Despite general agreement in practice that affective motivation is significant for entrepreneurship, little attention has been placed on how affective entrepreneurial motivation might be influenced by social and cognitive conditions and pinpointing the underlying drivers for this motivation. Moreover, there is more to understand on how affective entrepreneurial motivation may be important for entrepreneurial outcomes. Although the study of social and cognitive influences on entrepreneurship is not new and is assumed to be developed, there is a shortcoming toward which this stream of research has not yet directed its interest: understanding the importance of these factors in affective motivation. Furthermore, little research exists on identifying factors that are important in the social and cognitive conditions that influence affective entrepreneurial motivation. In addition, although previous research has highlighted the importance of social and cognitive preconditions for opportunity identification and exploration (Forgas, 2001; Zahra & Bogner, 2000), little research has highlighted factors on how individuals’ affective motivation is influenced within contextual factors such as a harsh environmental context. Addressing affective motivation within these contexts can provide more avenues to understand individual affective engagement and their desire toward entrepreneurial actions. In this context, entrepreneurial actions are defined as any *activity* entrepreneurs might take to form and exploit opportunities (Shane & Venkataraman, 2000, pg. 211) such as developing new products and services or entering new markets (Saravathy, Dew, Velamuri, & Venkataraman, 2010; Schumpeter, 1934). Entrepreneurial outcomes refer to the desired goals, performance, success, and survival that result from entrepreneurial *activity* (Yusuf, 2010).

The overall aim of this thesis is to generate a greater understanding of affective motivation in the entrepreneurial context. Specifically, based on research advancements in psychology and entrepreneurship combined with my empirical studies, the objectives are to shed additional light on (1) the role of cognitive and social conditions for affective entrepreneurial motivation to develop and (2) how and why affective entrepreneurial motivation is important for entrepreneurial activities.

Table 1 outlines the papers that constitute this thesis. Each paper has specific research questions, and the theoretical and practical contributions that can be made by addressing them are specific to each question.

**Table 1. Summary of thesis papers**

Paper	Methodology	Content	Status
<b>Paper I</b> <i>Entrepreneurship Psychology: A Review</i>	This review article includes descriptive data from surveyed experts in the field of psychology.	Summarizes the status of the well-known psychology themes of personality, cognition, emotions, attitude, and self.	“Online First” for publication in <i>International Entrepreneurship and Management Journal</i> .
<b>Paper II</b> <i>Exploration of Motivational Drivers towards Social Entrepreneurship</i>	Multiple case study	Explores the drivers for individual motivation for engaging and persisting in social entrepreneurial activities.	Published in <i>Social Enterprise Journal</i> 10(3), 2014.
<b>Paper III</b> <i>Committed to a Cause: Passionate Leader Behavior in Social Enterprising</i>	Multiple case study	Explores leaders’ passionate behavior in social enterprises.	Under second round of review with <i>Business &amp; Society</i> .
<b>Paper IV</b> <i>Obsessive Passion, Competence, and Performance in a Project Management Context</i>	Statistical analyses of survey data on leaders of entrepreneurial projects.	Examines the links among competence, obsessive passion, and project management.	Published in the <i>International Journal of Project Management</i> , 31(6), 2013.

---

This introductory text is not meant to repeat the framings and contributions made in each paper. Rather, this introductory text abstracts the studies in each paper to develop an overall concept of affective entrepreneurial motivation, which is not touched on in the individual papers. In doing so, I develop an umbrella that provides broader insight on my doctoral thesis.

This thesis is structured as follows. In Chapter 2, I provide the theoretical background for motivation in the entrepreneurial context, narrowing to a focus on affective entrepreneurial motivation. This background also outlines what we know and do not know about antecedents to, as well as consequences of, affective entrepreneurial motivation and relates this motivation to social entrepreneurship. In Chapter 3, I summarize the methods used in my studies. In Chapter 4, I provide short synopses of each study that constitutes this doctoral thesis (Table 1). In Chapter 5, I return to affective entrepreneurial motivation and link the individual studies' results to theoretical implications and suggestions for future research on an abstract level. I also discuss the implications for practice from my studies.



## 2. Theoretical Framework

### 2.1 Entrepreneurial motivation

Understanding an individual's motives for action, what drives his/her actions, his/her reactions to engaging in an action, and why he/she is determined to attain certain goals have been significant issues in studying the concept of motivation. Such motivations can be directed toward specific behaviors and actions or toward goal aspiration, pursuit, and outcomes (Benabou & Tirole, 2003; Carsrud & Brännback, 2011; Deci & Ryan, 2000; Ryan & Deci, 2000). A dynamic economy and how it affects or influences the development of new ideas to create future goods and services in the market can also be motivation driven (Venkataraman, 1997). Within the psychology literature, motivation is seen as the psychological process that causes arousal, direction, and persistence of behavior; therefore, it plays a large role in regulating human conduct, especially when associated with goal-directed actions (Atkinson, 1964; Maslow, 1943; Maslow, Fadiman, McReynolds, & Cox, 1970).

The motivation literature emphasizes that individuals initiate and persist in behaviors through the beliefs that such behaviors will result in a certain desired outcome. More specifically, the motivation literature strongly relates to individuals' possible and actual self (Higgins & Higgins, 1987; Kim, Chiu, & Zou, 2010; Markus, Nurius, Markus, & Nurius, 1986); their affective and cognitive behaviors (Dweck, Leggett, Dweck, & Leggett, 1988); and their expectancy for achieving success (Nicholls, 1984; Weiner & Weiner, 1985). Within entrepreneurship, applying notions from the motivation literature suggests and helps explain how and why individuals make the decisions to create, recognize, or discover opportunities and persist despite obstacles that exist in the market.

Notably, research into entrepreneurial motivation connects not only to psychology but also to the field of economics. The economic literature highlights that individuals are motivated to engage in entrepreneurial actions because of the potential for financial gain. It views the individual's motive for being involved in entrepreneurship as an occupational choice, where individuals seek available, alternative employment options such as self-employment or business ownership (Glaeser, 2007; Ho & Wong, 2007; Torrini, 2005). They do this by exploring or

exploiting opportunities for some form of economic gain or profit from the economy, which may be linked to social status, power, money, or prestige, all of which are associated with self-satisfaction and fulfillment (Maslow, 1943; Shane *et al.*, 2003). Individuals who opt to be self-employed are willing to bear the risk of uncertainty and act on opportunities through which they access and exploit the exchanges that exist in the market. To maintain a manageable scope for this introductory text, the focus here falls on entrepreneurial motivation with connections to the field of psychology. Before describing affective entrepreneurial motivation, I first review conditions that may lead to entrepreneurial motivations in general (non-affective). Thereafter, I review the possible actions and outcomes generated by affective entrepreneurial motivation.

## **2.2 Preconditions to entrepreneurial non-affective motivation**

Certain conditions may be important when individuals engage in becoming entrepreneurs. These factors may also be responsible for directly motivating or demotivating individuals toward entrepreneurial action. Within non-affective motivation, studies have discussed individual motives toward entrepreneurial action with respect to the person's levels of interest and values (Ardichvili, Cardozo, & Ray, 2003; Fagenson, 1993; Hemingway, 2005; Rokeach, 1973). Values, which is defined as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode of conduct or end-state of existence" (Rokeach, 1973, pg. 5), is a form of judgment and evaluation in which individuals perceive they are capable of implementing a target behavior that helps explain and predict entrepreneurial actions (Fagenson, 1993; Rokeach, 1973; Rushworth & Gillin, 2006).

Entrepreneurs' values can be considered non-affective, because they stimulate individuals to generate ideas for new venture startups, grow the venture, or decide to exit a failed venture. Individuals are presupposed to making evaluations according to their relative importance over time (Fagenson, 1993; Rokeach, 1973). As a non-affective level of motivation, an individual entrepreneur's values categorically encompasses personality, social, and cognitive factors, such as being independent, logical, loving, responsible, and self-controlled or having a comfortable life, a sense of accomplishment, happiness, inner harmony, pleasure, social recognition, and self-respect (Rokeach, 1973). Although values can predict individuals' intentions and attitudes, they provide insufficient information regarding how such values can be directed into actions (Fagenson, 1993; Rushworth & Gillin, 2006). In addition, scholars have posited how

entrepreneurial intentions emerge and if they contain specific characteristics (Carsrud, Brännback, Elfving, & Brandt, 2009; Carsrud & Brännback, 2011; Elfving, Brännback, & Carsrud, 2009). Elfving and colleagues (2009) noted that an important factor that predicts entrepreneurial involvement is the individual entrepreneur's self-desirability, which has provided insight into the motivations for why individuals become entrepreneurs and why entrepreneurs behave the way they do.

Although values increase and direct an individual's attraction to a specific action, interest in contrast indicates that individuals can be emotionally disposed to act based on several factors that at times are "non-rational," including an affective state or levels of emotional intensity (Dawis, 1991). From this perspective, research suggests that entrepreneurs can be more alert to entrepreneurial opportunities when they possess a high level of personal interest even though the opportunity may not be rewarding (Ardichvili, Cardozo, & Ray, 2003; Dawis, 1991). Therefore, individual and affective-based interests connect and overshadow cognitions and behaviors. Consequently, they interact with individual choice combined with the level of intensity invested in the actions in order to reach prospective outcomes. This stream of research further predicts that values and non-calculative interests can spur individuals to act energetically on entrepreneurial opportunities.

The affective perspective is not particularly prominent in the opportunity recognition process. Individuals must first conceive their values and interest to generate an intentional mindset prior to searching for and recognizing opportunities. Opportunity recognition, which is a major precondition for a new business startup, can neither be realized nor successful if it is not exploited and developed (Ardichvili *et al.*, 2003). Opportunities are therefore recognized when individuals see them as valuable. This assessment is most dominantly theorized as standing on a calculative and non-affective basis (Shane & Shane, 2000; Shane & Venkataraman, 2000). From this perspective, not everyone will be able to identify and recognize valuable entrepreneurial opportunities (Shane & Venkataraman, 2000). Authors such as Shane (Shane & Shane, 2000), Baron (Baron & Ensley, 2006) and Ucbasaran (Ucbasaran, Westhead, & Wright, 2009) argued that entrepreneurs use their previous knowledge, including information they already possess and personal experiences to seek and recognize such opportunities. Research indicates that the social and cognitive preconditions that can be categorized as individual education or experience, the individual's mental abilities or

environmental models, and their cognitions may contribute to the non-affective motivations to engage in entrepreneurial actions (Frese, 2009; Zahra & Bogner, 2000).

The non-affective view reports that little explanatory power has predicted that social factors such as specific social networks influence individual entrepreneurial motivational drive to act on opportunities (Ardichvili, Cardozo, & Ray, 2003). Much research, however, has suggested that social conditions such as the potential profit, favorable environmental factors, and cognitive conditions such as knowledge and/or experience and skills can contribute to the calculated decision to be motivated enough to engage in entrepreneurial actions (Cooper & Dunkelberg, 1986; De Clercq, Honig, & Martin, 2013; Segal, Borgia, & Schoenfeld, 2005). Experience, which help in detecting value and weighing pros and cons can thus identify whether an opportunity is worth pursuing or not. Individuals are motivated to engage in startups based on the type of previous experience encountered. Cooper and Dunkelberg (1986) argued that the way individuals engage in entrepreneurial actions (either through inheritance, purchase, or starting from scratch) among other factors depends on the individual's (work or life) experience and his/her level of education and number of previous full-time jobs (De Clercq & Arenius, 2006). This entrepreneurial path builds the foundation for weighing relevant inputs and the individual's calculative skills, which may influence his/her values, interest, motivations, and attitudes. Furthermore, education can determine courses of action toward entrepreneurial outcomes. Similarly, research has shown that entrepreneurial education contributes largely to whether individuals have the desire to engage in entrepreneurial actions, because it helps them identify clear business opportunities to be assessed and weighed (Fayolle, Gailly, & Lassas-Clerc, 2006; Souitaris, Zerbinati, & Al-Laham, 2007). Contrary to these findings, other existing research has shown that the influence of non-affective constructs such as entrepreneurial education on individual skills and the motivation to become an entrepreneur may inhibit individual levels of motivation for entrepreneurial engagement (Oosterbeek, van Praag, & Ijsselstein, 2010).

Notably, the rational, non-affective environmental models such as support from the government, family, and friends and access to capital have been found to both positively and negatively contribute to individual motivations for taking entrepreneurial actions. The levels of non-affective motivation within some individuals are higher to take on entrepreneurial actions where complex governmental or legal restrictions and laws are less, market forces are encouraging, thus providing favorable conditions that support new business startups and where

resources are readily available (Benzing, Chu, & Callanan, 2005; Benzing, Chu, & Kara, 2009; Benzing, Chu, Benzing, & Chu, 2009; Chu, Benzing, & McGee, 2007). In developing and transitional economies, individuals may be less motivated to engage in entrepreneurial actions due to the level of instability, a more robust competitive base, an inability to access financial capital, delays in registering one's business, or the level of corruption and bribery that inhibit entrepreneurial practice (Chu *et al.*, 2007). Nevertheless, some countries enjoy some environmental conditions such as reduced tax rate that increases individual motivation toward organizational startup (Brandstätter, 1997; Korunka, Frank, Lueger, & Mugler, 2003; Taormina & Lao, 2007).

In addition, several studies have suggested that cognitive factors and antecedents can also explain individual motivations for entrepreneurial actions from a non-affective perspective. The entrepreneur's cognition determines the ways in which individuals interpret, analyze, remember, and use information about the social world (Baron, 2000; Baron & Ward, 2004; Baron, 2004a; Baron, 2004b; Mitchell *et al.*, 2007; Mitchell, Randolph-Seng, & Mitchell, 2011). Irrespective of intrinsic (when an individual engages in an activity for its own sake, because he/she finds the activity inherently interesting and satisfying) or extrinsic motivation (engaging in an activity for an instrumental reason such as getting a reward), individuals also use cognitive reasoning or established knowledge from prior experiences to systematically search for profitable and favorable environmental or social returns (Ardichvili *et al.*, 2003; Deci & Ryan, 2002; Gregoire, Shepherd, & Lambert, 2010).

In sum, the research on preconditions to entrepreneurial motivation highlights the importance of certain non-affective factors (e.g., favorable environmental conditions, governmental support, and available resources) and cognitive factors (e.g., knowledge/ experience, and mental abilities) encourage individuals to pursue entrepreneurial opportunities. Interestingly, individual values and interest may also determine the kind of opportunities discovered or created because the individual's level of intensity and how interesting he/she sees a particular set of opportunities determines entrepreneurs' choices. Such choices ultimately influence the social and cognitive conditions for developing the intention for entrepreneurial engagement.

### **2.3 Actions and outcomes of non-affective entrepreneurial motivation**

Here I review the actions (e.g., recognizing and exploiting opportunities) and outcomes (e.g., performance from entrepreneurial actions) associated with entrepreneurial motivation, focusing specifically on the non-affective perspective. The literature emphasizes the importance of how individuals perceive, interpret, and speculate about information in their environment and their actions to implement decisions. These factors motivate individuals to make conscious decisions and efforts to create their own venture (Busenitz & Lau, 1996; Carsrud *et al.*, 2009; Carsrud & Brännback, 2011).

Deci and Ryan (2010) highlighted that because entrepreneurs face substantial unpredictable environments, they are likely to experience different levels of integration from initiating ideas to forming new firms, taking on more challenging tasks during and throughout the entrepreneurial process. Self-determination theory (SDT) strongly attests that individuals who are self-determined will inherently exercise their capacity to activate actions, which may lead them to be spontaneous and to assimilate and master activities (Deci & Ryan, 2010; Deci & Ryan, 2008). The SDT therefore indicates that entrepreneurs' drivers and motivational factors can either nurture or neglect their self-determination, which in turn portrays the level of involvement for entrepreneurial actions.

Deci and Ryan (2012) and Ryan and Deci (2000), pointed out that social and environmental factors, as well as the meaning and worth given to a task can either facilitate or undermine individuals' motivation for actions. The sense of meaning and values attributed to a given task determines how individuals internalize or integrate the action to their core self and identity. Although this appears to be intuitive, this strongly reflects their search for opportunities and the role they play to yield beneficial outcomes.

Goal setting theory (Locke & Latham, 2006; Locke & Latham, 2009) contributes to the explanations for entrepreneurs' motivations specifically as they relate to reaching specific goals. Because goals serve as a regulatory factor for human behavior, the theory suggests that the level of task outcomes will be higher when goals are viewed as challenging and specific compared to when goals are easy, vague, or abstract. Thus, individuals involved in more challenging tasks may be more motivated to exert more effort and persist in order to reach

their goal performance. This is a non-affective explanation. For example, entrepreneurs with prior experience tend to use their previous knowledge and skills when faced with challenging entrepreneurial tasks (Locke & Latham, 2002). Prior experience will subsequently contribute to the amount of time spent on the specific task and thus optimize performance level. Likewise, entrepreneurs with no previous experience or knowledge of a given task will tend to increase their efforts and time spent on task (Deci & Ryan, 2012). Goal setting theory thus establishes a framework surrounding why and how goals are achieved and provides a relationship between the motivation for entrepreneurial actions and subsequent outcomes.

Setting goals can lead to entrepreneurial exploitation, persistence, and commitment toward prospective outcomes. Research has suggested that goal setting theory facilitates individual focus, efforts, and actions (Locke & Latham, 2002; Locke & Latham, 2006; Locke & Latham, 2009). Baum (2001; 2004) has also argued that individuals who set higher, more challenging goals and receive constant feedback tend to be more committed to accomplishing those goals compared to individuals who set low goals for themselves. More specifically, the theory suggests that the relationship between goals and performance is higher when individuals are more committed to achieving their goals (Locke, Shaw, Saari, & Latham, 1981; Locke & Latham, 1990; Locke & Latham, 1994; Locke & Latham, 2002; Locke & Latham, 2006). Commitment, therefore, is an important factor for entrepreneurs who seek profitable and positive outcomes. Because motivation drives commitment, individuals who are committed to their task tend to be highly absorbed and fully immersed in their task involvement, making it a more important driver for actions, especially for highly difficult tasks.

In summary, the foregoing review highlights several facets of individual non-affective motivations for entrepreneurship. First, studies have emphasized how motivation can be important for individuals to perceive and evaluate opportunities around them. Second, drawing from different psychological theories such as the SDT and goal setting theory provides a broader perspective and rationale regarding why individuals can be motivated to engage in certain actions that may lead to specific outcomes. Following the preceding review, I now narrow my focus to affective entrepreneurial motivation.

## 2.4 Affective entrepreneurial motivation

Two types of entrepreneurial motivation can be distinguished: entrepreneurial motivation with an affective component (e.g., passion, positive and negative emotions, intrinsic feelings) and entrepreneurial motivation without an affective component (e.g., personality traits, cognitions, self-efficacy, attitudes). This second condition is the area discussed in the previous sections. The empirical thesis papers (Papers II-IV) focus on the former type of motivation, which I refer to as *affective entrepreneurial motivation*. Thesis Paper I includes both affective and non-affective entrepreneurial motivation.

Several circumstances can activate affective motivation. First, individuals involved in positive activities that promote well-being can invoke affective motivations to approach challenges and opportunities rather than avoiding them, although others may find their motivations less tempting to act upon (Chancellor, Layous, & Lyubomirsky; Fredrickson, In press). Such positive affective motivations can promote both thoughts and behaviors. For example, activities such as writing and games have been observed to trigger certain kinds of affective states such as anxiety, frustration, boredom, engagement/flow, and happiness (D'Mello & Mills, 2014). Second, within entrepreneurship, individuals are motivated to engage in certain entrepreneurial actions due to historical events such as crises encountered that were (or almost were) traumatic; indeed, such events trigger emotional reactions on which they base entrepreneurial activities (Barendsen & Gardner, 2004; Scott & Bruce, 1987). Such triggered emotions can facilitate the entrepreneurs' learning experience and therefore be prominent drivers for entrepreneurship.

The model of entrepreneurship motivation (Shane *et al.*, 2003) and the action characteristics model of entrepreneurship (Frese, 2009; Frese & Gielnik, 2014) both show the importance of the individual's affective state for entrepreneurial actions and success. More specifically, Shane and colleagues' (2003) model proposes that what could be considered certain non-affective human motivations are important for the entrepreneurial process. They noted that some motivations, such as individual locus of control, passion, or drive, are necessary for prospective entrepreneurs to act on unspecified or vaguely defined entrepreneurial opportunities. In addition, Shane *et al.* (2003) emphasized that not all motivations are important for the entire process of entrepreneurship. They noted that some are important for one stage and may be less



important for other stages. In addition, opportunities can be exploited for some form of economic gain or profit in the economy, which may be linked to social status, power, or money prestige, all of which are associated with self-satisfaction and fulfillment. For example, Shane et al. (2003) expressed that even patented technology that an individual possesses may make conditions more likely to engage in the entrepreneurial process, because individuals see the patented possession as a form of opportunity. Furthermore, Shane et al.'s (2003) model of entrepreneurial motivation and the entrepreneurship process highlights that individuals need to possess the necessary experiences to recognize that important opportunities depend on environmental conditions and context. It should be understood that certain experiences can create emotional memories and evoke action in one person but not another. Frese (2009) and Frese and Gielnik (2014) suggested that the entrepreneurial process can involve several phases. They highlighted that entrepreneurs first must be self-starters before any kind of success or outcome can be achieved, either at the opportunity identification stage, the resources acquisition stage, or even the survival and growth stage. Furthermore, Frese and Gielnik (2014), emphasized that certain cognitive and social cognitions, as well as personality factors may be necessary for developing motivational and affective antecedents for entrepreneurial actions. Several factors can thus trigger non-affective motivation.

The literature on emotions describes that individuals may develop emotional reactions from positive or negative feedback received during the course of entrepreneurial engagement. For example, Baron (2008) expressed that affect (emotions) can influence specific tasks such as creativity, persuasion, decision-making, and judgment. Similarly, Shepherd and Kuratko (2009) highlighted that grief (as a type of emotion) after the death of a venture can positively impact entrepreneurs by enhancing their learning process and, in turn, affect their task performance.

Emotions, which may be positive or negative, are strongly related to the kind of decisions an individual entrepreneur makes (Baron, 2008). Scholars have argued both for the presence and the absence of emotions for entrepreneurial success. On the one hand, highly confident entrepreneurs are more likely to experience positive emotions during the startup processes and greater emotional resilience if ventures fail (Hayward, Forster, Sarasvathy, & Fredrickson, 2010). These entrepreneurs, therefore, are more committed to their venture even if they perhaps should better not be so loyal (Baron, 2008). On the other hand, some have argued that entrepreneurs who can suppress their emotions have the ability to make decisions separate

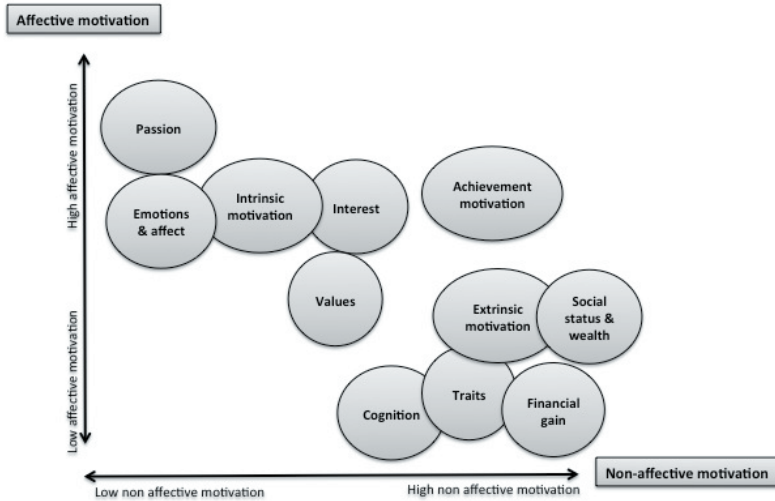
from their emotions, make more efficient decisions, and are therefore more successful (Shiv, Loewenstein, & Bechara, 2005). This points a quite prominent view regarding affect in the entrepreneurial process.

Nevertheless, the most current research highlights the importance to entrepreneurship of both positive emotions (e.g., positive affect, joy) and negative emotions (e.g., fear, anger, negative affect, regret, sorrow) (Baron, 2008; Baron, Hmieleski, & Henry, 2012). For example, intense positive emotion can positively influence judgment, decision-making, intention, willingness to act entrepreneurially, persuasion, creativity, and success in establishing a business venture. Positive emotions in entrepreneurs, however, may also lead to negative outcomes especially when entrepreneurs engage in heuristic decisions makings for novel problems or problems where the entrepreneur has little or no previous information (Baron, 2008; Baron *et al.*, 2012; Chen, Yao, & Kotha, 2009), whereas negative emotions can either enhance focus and efforts (Baron, 2008; Foo, 2011) or lead to negative outcomes for entrepreneurial success due to fear of failures (Shepherd, Covin, & Kuratko, 2009). Thus, the consequences for both positive and negative emotions can be either beneficial or detrimental to the venture's survival when entrepreneurs make decisions concerning their venture.

Within the study of positive feelings and emotions, an evolving study receiving significant attention is the concept of passion for entrepreneurial actions. Passion is described as a stronger form of positive emotions because of its unique characteristics (Cardon *et al.*, 2009). More recently, the concept of passion has emerged as a strong motivation that stimulates the entrepreneur's behavior. Specifically, passion relates to an affective feeling that comes from within and has a long-term affective experience unlike emotions, which are often fleeting. Entrepreneurial passion occurs where there is a presence of consciously accessible, intense positive feelings experienced by engaging in entrepreneurial actions associated with roles that are meaningful and salient to the self-identity of the entrepreneur (Cardon *et al.*, 2009, pg. 517). For entrepreneurs to be passionate, they must experience intense positive feeling with the actions involved and these actions need to be meaningfully significant to their self-identity toward how they view themselves as entrepreneurs (Cardon *et al.*, 2009). Understanding how passion influences individual entrepreneurial decisions and behaviors is one of the key areas of studying passion (Cardon, Sudek, & Mitteness, 2009; Cardon *et al.*, 2013; Cardon *et al.*, 2009; Murnieks, Mosakowski, & Cardon, In press).

Scholars have also argued that passion is a motivational force that drives individuals to work hard, commit to a task or goal, have the desire to make a significant difference, and even work long hours. Indeed, passionate entrepreneurs become immersed in activities even at challenging times (Thorgren & Wincent, 2013). More specifically, because passionate entrepreneurs develop a strong motivation for hard work and personal and emotional engagement, they tend to be fully absorbed in their thoughts, actions, and the subsequent pursuit of their goals (Baum *et al.*, 2001; Cardon *et al.*, 2009). This may enhance their task involvement and their commitment toward achieving their goals. Thus, the study of passion strongly indicates why individuals persist and commit to their ventures despite difficulties, uncertainties, and obstacles.

Although, the study of passion is still nascent, interest from scholars indicates that this stream of the psychological mindset that directs entrepreneurs' behavior is developing. In all, the study of entrepreneur affective motivation has huge potential to contribute broadly to entrepreneurship, because it may provide more insight into the motivations for entrepreneurial actions and outcomes. Figure 1 provides an overview of the concepts used in the literature that are central to affective and non-affective motivation. As illustrated, at the highest affective state of entrepreneurial motivation (e.g. emotions, affect, and passion), entrepreneurs experience more enduring and stable feelings, which are not primarily associated with extrinsic value. In other words, the emotional states of entrepreneurs within this level are less likely to fluctuate even under adversity and challenges. In addition, entrepreneurs who experience a more affective level of motivation are likely to keep investing a greater amount of time, effort, and money, even when they face certain challenges provoked by the venture. A high state of non-affective motivation (e.g., motivations associated with financial gain or extrinsic values) highlights that motivation is more dynamic and will likely fluctuate over time when there is availability or limited access to extrinsic value involved in the action of interest. Entrepreneurs in this spectrum are likely to either give up or move on to other forms of actions when external rewards become less available.



**Figure 1:** Perspectives on the affective and non-affective entrepreneurial motivation

## 2.5 Summary of research gaps

The foregoing overview highlights several research gaps in understanding entrepreneurial motivation.

### 2.5.1 Lack of distinction between affective and non-affective motivation

Studies on the preconditions to entrepreneurship from previous research have essentially led to non-nuanced conclusions. For example, studies suggest that social and cognitive factors may be necessary for individuals to make entrepreneurial decisions (Frese, 2009; Frese & Gielnik, 2014). These preconditions are suggestively highlighted as the basic importance for the likelihood that people will transform their goals and intentions into actions by specifically expending extra efforts in a way such that they are motivated to be self-acting and proactive (Frese, 2009). For example, findings from previous literature on social and cognitive preconditions associated with motivational drivers have viewed motivational constructs such as locus of control, and proactive personality as predictors for action planning, which may subsequently lead to successful outcomes (Alvarez, Urbano, Coduras, & Ruiz-Navarro, 2011; Baum *et al.*, 2004; Frese *et al.*, 2007). These studies have either conceptualized motivation as non-affective or do not distinguish between affective and non-affective motivation. For example, the model presented by Baum *et al.* (2001) highlights motivation using constructs

such as growth goals, vision, and self-efficacy. This implies the study of affective factors is scarce and more attention is needed.

### **2.5.2 Lack of identified preconditions to affective motivation**

Although a significant amount of studies have been conducted on the preconditions for entrepreneurship, previous research and interest in the affective side of motivation has been lacking (Baron, 2008; Baron *et al.*, 2012; Cardon *et al.*, 2009). Drawing from the few studies that exist, however, this stream of research highlights that entrepreneurial affect and social and cognitive preconditions interact in situations such as decision making, evaluating opportunities, and solving problems (Baron, 2008). Moreover, theoretical contributions on affective influences on cognition have suggested that affect is a subjective awareness that may determine whether individual stimuli perform an action (Forgas, 2001). However, questions regarding which cognitive and social preconditions are relevant for affective motivations still remain abstract. Addressing this problem can provide more understanding of entrepreneurial engagement and broaden the research on entrepreneurial affective motivation. This thesis addresses this problem by highlighting several factors and circumstances in which social and cognitive preconditions are important for affective entrepreneurial motivation to develop.

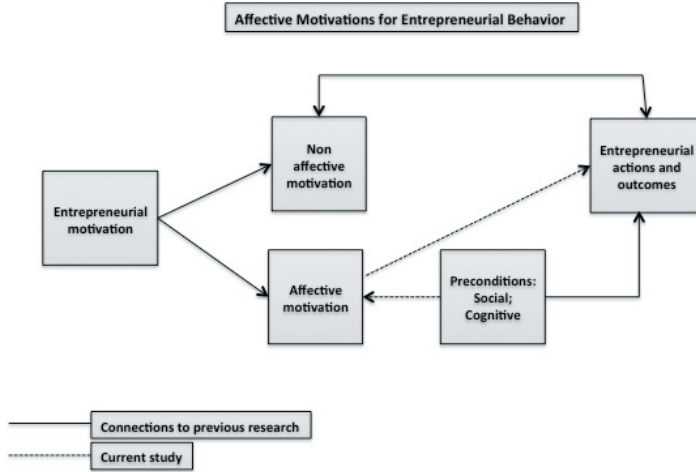
### **2.5.3 Lack of research on affective entrepreneurial motivation outcomes**

Previous research suggests that releasing affective motivation may either lead to beneficial or detrimental outcomes (Baron, Tang, & Hmieleski, 2011; Baron *et al.*, 2012; Cardon *et al.*, 2009). On the one hand, Cardon *et al.* (2009) suggested that the nature of extreme affective motivation can be beneficial in meeting more challenging goals, providing innovative ways to solve problems, and producing high levels of commitment to entrepreneurial goals. All of these benefits may lead to profitable outcomes. On the other hand, Baron *et al.*, (2012) argued that there can be potential benefits where there are also potential costs in the same set of actions when it comes to affective entrepreneurial motivation. This suggests that the affective motivational state may be unpredictable, but depend especially on unpredictable and complex environments. More research on affective entrepreneurial motivation is therefore warranted.

## **2.6 Thesis studies in relation to extant research**

Figure 1 illustrates the areas that have been the subject of prior research and are the focus for the present thesis. The figure shows that extant research has emphasized the relationship between preconditions to action but also from the relationship between non-affective

motivation and entrepreneurial actions and outcomes. This doctoral thesis however, focuses on the relationship between precondition and affective motivation, as well as to the relationship between affective motivation and entrepreneurial actions and outcomes.



**Figure 2:** Focus of the thesis papers compared to extant research of affective motivation

Notes: **Entrepreneurial motivation** = The drive for discovering, evaluation and exploitation of opportunities in order to create future goods and services (Shane & Shane, 2000; Shane & Venkataraman, 2000). **Non-affective motivation** = Motivation that is not emotionally driven. **Affective motivation** = Motivation that is emotionally driven. **Social preconditions** = Factors that concern the society or the individual in relation to societal structures, such as environmental conditions, and social networks. **Cognitive preconditions** = Factors that concern mental processes and abilities such as knowledge, experience and skills. **Entrepreneurial actions** = Any *activity* entrepreneurs might take to form and exploit opportunities (Shane & Venkataraman, 2000, pg. 211), such as new goods and services, new products, or entering into new markets (Sarasvathy *et al.*, 2010; Schumpeter, 1934). **Entrepreneurial outcomes** = Any outcome from these *activities* - exploiting opportunities (Shane & Venkataraman, 2000, pg. 211), such as new goods and services, new products, or entering into new markets (Sarasvathy *et al.*, 2010; Schumpeter, 1934).

## 2.7 Affective entrepreneurial motivation in a social entrepreneurship context

Two of the studies that constitute this doctoral thesis (Paper II and III) were conducted in a social entrepreneurship context. Affective entrepreneurial motivation may be particularly interesting to approach in such a context for several reasons. First, studying affective motivation, especially in extreme social contexts such as environments facing a variety of social issues and those that combine high risks with a small chance for profit can provide more

insight into understanding what motivates people to engage and persist in entrepreneurial activities. Such reactions may also be the case because of the fundamental distinction of the social entrepreneurship phenomenon, which benefits specific areas or society. In the theory of moral sentiments (Smith, 1976; Smith, 2010), individuals have the tendency to evaluate and place themselves in others' circumstances and may either share the pleasure of success or empathize with the pain. In the context of extreme social conditions, such sentiments, in respect to pleasure and empathy may release an affective emotional activation that triggers action.

Second, more insights regarding how organizations can develop and create economic and social value can also be drawn from social entrepreneurship research, where individuals work solely for the social benefits while disregarding financial gains.

The spectrum of social entrepreneurship research considers entrepreneurship as a means to achieving another goal and suggests that this form of entrepreneurship aims to address serious social problems on a worldwide scale, while enhancing social wealth often without regard for profits (Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008; Zahra, Gedajlovic, Neubaum, & Shulman, 2009). Zahra and colleagues (2009, pg.519) viewed social entrepreneurship as the “activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner” and where social wealth consists of the economic, societal, health, and environmental qualities of human welfare. The meaning of social entrepreneurship may vary from region to region due to cultural and geographical contexts (Mair & Martí, 2006; Smith & Stevens, 2010). This makes the social entrepreneurship context specific and highlights the importance and uniqueness of each societal context in which social entrepreneurial actions operate.

The worldwide practice of social entrepreneurial action continues to increase, and social entrepreneurs are identified to provide effective means for generating longstanding societal, economic and environmental values (Lumpkin, Moss, Gras, Kato, & Amezcua, 2013; Murphy & Coombes, 2009; Zahra *et al.*, 2009). Furthermore, scholars are persistently studying social entrepreneurship and social entrepreneurs alike to understand why, how, and if any, what social entrepreneurs contribute to entrepreneurship in general. Although still in the early stages of research, the social entrepreneurship literature generated in the past decade has placed

significant emphasis on the outcomes of social entrepreneurship and what social entrepreneurs seek to achieve. Moreover, researchers within this field highlight several qualities that contribute to the unique nature of this research stream: having a specific social purpose (Austin, Stevenson, & Wei-Skillern, 2006; Shaw & Carter, 2007); solving social issues and needs (Lumpkin *et al.*, 2013; Montgomery, Dacin, & Dacin, 2012; Murphy & Coombes, 2009; Zahra *et al.*, 2009); and seeking innovative, novel, and creative ways to discover and exploit opportunities to enhance social wealth by developing or managing new ventures (Austin *et al.*, 2006; Zahra *et al.*, 2009).

In addition to the motivational theories for the broader phenomenon of entrepreneurship, the social entrepreneurship literature has provided some explanations into deeper understandings of entrepreneurial engagement and success. Researchers have noted that social entrepreneurs are motivated by their desire to have a social impact and solve complex social problems (Alvord, Brown, & Letts, 2004; Shaw & Carter, 2007; Short, Moss, & Lumpkin, 2009; Zahra & Dess, 2001). Scholars have argued that because the goal for a social entrepreneur is inherently specific, the drive and motivation to engage in social entrepreneurship actions will also be specific depending on the existing need and perceived social opportunity (Austin *et al.*, 2006; Zahra *et al.*, 2009). As a result, several studies have suggested numerous motivations for individual actions and involvement in social entrepreneurship by highlighting antecedents and levels of individual involvement. Considering the antecedents for social entrepreneurial involvement, Lumpkin *et al.* (2013) suggested that individual mission/motivation, opportunity identification, access to resources/funding, and multiple stakeholders are unique to the social entrepreneurship context.

These studies have revealed some antecedents and have delineated the process of initiating social ventures by evaluating successful factors for social entrepreneurial engagement (Sharir & Lerner, 2006). Still, the literature offers little empirical research on why individuals want to pursue social entrepreneurial actions and what drives them not just to identify problems but also attempt to create social value, stimulate social change, meet the needs of society, and persevere in pursuing their social mission despite limited resources. Some of the groundwork for such an empirical study has been initiated. For example, building on the Ajzen theory of planned behavior, Mair and Noboa (2006) developed a model suggesting that perceived social venture desirability, perceived social venture feasibility, and individual propensity to act may influence individual intention to start a social enterprise. Similarly, Tukamushaba *et al.* (2011)



applied both the Ajzen theory of planned behavior and Shapero's model of entrepreneurial event to international social entrepreneurship. In doing so, they suggested that individuals' perceptions (which could relate to their ability to carry out certain behaviors and how attractive or desirable they find entrepreneurial behavior), together with their attitudes predict intention toward social entrepreneurial actions.

Although the research on social entrepreneurship rarely focuses on profit-making alone but focuses instead toward sustainable societal development, some authors have argued that social change can only begin with individuals who take such initiatives (Praszkier, Nowak, & Coleman, 2010). Others have emphasized that some specific antecedence and factors are the reasons behind these individuals' social entrepreneurial engagement (Austin *et al.*, 2006; Lumpkin *et al.*, 2013). Additional research however, still needs to examine some overarching and important facets of this research stream. Specifically, research is yet to adequately understand many issues, including: individuals' specific motivations for being involved in driving social change; what role they play in managing and organizing the social venture toward success; if the social value created has any influence on the social entrepreneurs; and how they sustain efforts especially during challenging times. Furthermore, a more intense and affective view of motivation can provide additional understanding of this stream of research and the broader phenomenon of entrepreneurship.

Similar to the broader body of entrepreneurship, one of the important discussions in the literature of social entrepreneurship centers on how individuals search and discover social opportunities. Do they seek certain circumstance (such as poverty, lack of infrastructure, health care, or physical amenities) within the society that may lead to social entrepreneurial actions? Do they require any form of prior knowledge or experience? Do they engage in opportunity search solely leveraging social, economic, human, and political capital without thoughts of making profit as the ultimate goal? Murphy and Coombes (2009) explored how opportunities are identified and suggested six conceptual aspects of social entrepreneurial discovery, including generating value through social ventures, intentions to make a lasting change, levels of commitment, and understanding the social problem. Likewise, Korsgaard (2011) suggested that the process of forming a social enterprise is driven by mobilization and transformation. While adopting the effectuation process of entrepreneurship, they noted that social entrepreneurs use available resources during venture formation.

Furthermore, Haugh (2007) found that social opportunities may be perceived through internal or external knowledge, formal analysis, stakeholder suggestions, action from local people, or through the intervention of a local authority. Moreover, Corner and Ho (2010) found that individuals can identify social opportunities when they see social needs. Addressing those needs then combine assistance from multiple actors and engages interactions with actors to identify and develop opportunities. During the opportunity search process however, the social entrepreneur is responsible for seeking out and managing the process. For example, the social entrepreneur is involved in myriad actions such as in mobilizing resources, organizing the venture and individuals within the venture, while ensuring that longstanding social needs are met (Åslund & Bäckström, In press).

## 3. Method approaches

### 3.1 Several method approaches

In the four studies I completed for this doctoral thesis, I address research questions with different method approaches. An overview of the approaches used is presented in Table 2. As shown, there is one review paper, two inductive qualitative case studies, and one hypothetico-deductive study on quantitative data. The method approaches were selected in response to the specific research questions posed and in relation to how nascent/mature the theory is in relation to the questions of interest.

Edmondson and McManus (2007), emphasized the need to match the methodologies with the research questions and the maturity of the theory. They argued that at a nascent theory research stage, little or no research or formal theorizing exists. In such cases, more open-ended inquiry and research questions are needed when approaching the studied phenomenon. In this case, qualitative methods are used and interviews and observations are applied in collecting data. The aim for such an approach is to provide new constructs and measures as well as suggest theory that invites and directs future studies.

In a mature theory area, however, there may be a need to further refine the research stream with interrelated theories. Focused research questions and hypotheses are posed in relation to existing constructs and measures. Methods applied for mature theory studies are usually quantitative and involve collecting data that consists of quantifiable and systematically designed surveys. The aim of such research is to test hypotheses using statistical analysis to either support or not support a theory.

The papers that constitute this doctoral thesis deal with both nascent and mature research, which is why I used both qualitative and a quantitative research methods. In the next section, I first describe the design behind the review paper, followed by a description of the general data collection process for the qualitative and quantitative datasets used in the three empirical papers.

Table 2: Overview of the methodological approaches taken in the four studies

Paper	Relationship to affective motivation	Specific study objective	Methodology
<b>Paper I</b> <i>Entrepreneurship Psychology: A Review</i>	Reviews both affective and non-affective motivation in entrepreneurship, including preconditions and outcomes.	To address the status of extant research in key areas (personality, cognition, emotion, attitude, and self of entrepreneurs' psychology) and what can be anticipated from future research endeavors examining entrepreneurs' psychology.	Literature review of journal articles of psychological approaches to entrepreneurship up to 2011. Presents descriptive survey data from 161 experts within the area.
<b>Paper II</b> <i>Exploration of Motivational Drivers Towards Social Entrepreneurship</i>	Sheds light on affective motivation in a social entrepreneurship context, both its preconditions and outcomes.	To explore the drivers for individual motivation for engaging in and persisting in social entrepreneurial activities.	Inductive multiple case study on four social entrepreneurs in Nigeria. Qualitative data coded and interpreted into a model on social entrepreneurship motivators in terms of the decision to start a venture and having the persistence to continue.
<b>Paper III</b> <i>Committed to a Cause: Passionate Leader Behavior in Social Enterprising</i>	Focuses on the specific affective motivation passion, and explores its outcomes in a social entrepreneurship context.	To explore the question of how passionate leader behavior benefits social enterprising.	Inductive multiple case study on 37 social entrepreneurs in Nigeria. Qualitative data coded and interpreted into a model regarding how passionate leader behavior might shape social enterprising.
<b>Paper IV</b> <i>Obsessive Passion, Competence, and Performance in a Project Management Context</i>	Focuses on the specific affective motivation passion and tests both factors related to how passion develops and its outcomes in an entrepreneurial project context.	To test empirically the links among competence, passion, and leading entrepreneurial projects.	Hypothetico-deductive approach on survey data from 134 leaders of entrepreneurial projects. Ordinary least square regression is applied.

### **3.2 Historical and future-oriented literature review**

Paper I reviews past and future trends on the study of entrepreneurial psychology. The study collected both primary and secondary data in order to understand entrepreneurs' behavior across the themes of personality, cognition, emotion, attitude, and self. A literature review based on the secondary data served as a base to examine historical knowledge, whereas a future-oriented literature review was based on survey data collected from experts in the field. Specifically, the study began with a literature search to identify and understand what prior research had examined concerning the motives for individual behaviors related to entrepreneurs' motivations and commitments. The systematic literature search focused only on journal articles because of their high impact and their specific contributions to creating new knowledge (Podsakoff, Mackenzie, Bachrach, & Podsakoff, 2005). Keywords such as emotions, attitude, personality, self, entrep\* behavior were used to collect data for the systematic review. The literature search was done using the SciVerse Scopus database to generate results related to the relevant keywords. The search went from general (in psychology) to more specific (within entrepreneurship). The initial search generated 4,044 journal papers. Because the key word searches were too inclusive, a subsequent process was adopted to reduce these numbers to ensure only relevant papers were returned. After narrowing my search terms, the relevant papers were selected by reading abstracts to reduce the number of papers and exclude papers that did not have information concerning entrepreneurship or any information on the psychological constructs of interest. For example, non-English publications, medical science, and health care publications were all eliminated. After the screening, the results led to identifying 1,648 peer-reviewed articles that were used for the review.

Primary data was collected from the first authors of the 1,648 identified articles using an expert survey to gather information regarding what researchers in the field were working on currently and what they foresaw for the future of this field. Of the 1,648 relevant articles, 418 first authors could not be contacted for several reasons (they were either deceased or had no traces for contact information). First authors were contacted through their email addresses. The electronic survey was sent to 1,230 first authors, which generated a response from 161. This was followed by a theoretical analysis of entrepreneurial psychological behavior to examine the motives that explain why individual entrepreneurs act the way they do and understand their intentions for entrepreneurial actions. Findings from this systematic review

served as a theoretical foundation to inform the frame of reference for this doctoral thesis. Indeed, it provided more knowledge about the phenomenon being studied.

### **3.3 Qualitative case studies on social entrepreneurs**

The research questions for Paper II were *what drives people to initiate a social enterprise?* and *what makes them persist with their engagement?* For Paper III, the research question was *How does passionate leader behavior benefit social enterprising?* Because these are understudied phenomena, case studies were selected because they provided the opportunity for a holistic view of a process (Gummesson, 2000; Yin, 2009) and are recommended for investigations that are subtle, nascent, or poorly understood (Edmondson & McManus, 2007; Yin, 2009).

#### **3.3.1 Research setting**

The research setting for the qualitative case studies focused on social entrepreneurs in Nigeria. Nigeria was chosen because much like several other developing countries, Nigeria's natural and rich material resources are being depleted rapidly, and the need to replenish them is urgent. Moreover, Nigeria is behind in developing and maintaining its infrastructure, and with despite large governmental spending, about 70% of the country's inhabitants live below the poverty line. As a result, Nigeria has an unusually high number of social entrepreneurs. Their goals are to raise the general population's standard of living and ensure natural sustainability without seeking financial benefits for themselves or other stakeholders.

For my doctoral studies, I selected individuals who have started and presently run nonprofit, nongovernmental organizations (NGOs) that are major actors in the country's vibrant social sector. Interest in studying the nonprofit sector within social entrepreneurship has been increasing due to the increasing need to provide for social wellbeing. These nonprofit NGOs are forced to take actions to contribute to healthcare and the development of rural areas; provide education; connect and empower women by sharing information and communicating; promote peace and conflict management, social development, and gender equality; and contribute to eradicating poverty and hunger, which are so apparent in some parts of the country. I adhered to Sullivan et al., (Sullivan Mort, Weerawardena, & Carnegie, 2003) and Sullivan (2007) regarding the notion that nonprofit NGOs have similar

characteristics to social entrepreneurship, in that they are formed to add something new to benefit society.

### **3.3.2 Sampling**

The sampling for Papers II and III started on a smaller scale in which the focus of the research was to explore the origins of the entrepreneurs' internal drive. Accordingly, individuals who owned and led NGOs were identified through public directories and websites. The initial result from these searches yielded 71 suitable enterprises, for which the organization's contact information was available for 46. An invitation was then sent via email to the 46 individuals that described the research purpose and the estimated time for participating. Of the 46 invitations emailed, 10 individuals agreed to participate in the research. Ultimately, however, only 7 participated in the research.

The initial data showed some indications that I would gain more understanding of the interplay between the individual and the organization toward venture outcomes; therefore, I collected additional data. At this stage, I traveled to Nigeria to establish a first contact with the individuals leading the NGOs. During this trip, I assessed the environment in which they work and learned about the social issues they were trying to address. Shown in Figures 3a-3d are sample photos<sup>1</sup> from this initial journey. With each participant, I discussed the research purpose and sought their acceptance of participating in the research. Following this contact, an additional 30 social entrepreneurs were identified for the research. The final sample ultimately included 37 individuals who led and managed NGOs. 7 were women and 30 were men. These individuals were dispersed along the various regions of Nigeria. Notably, prior to this study, I had never been in contact with any of these NGOs or individuals.

---

<sup>1</sup> Photos: Segun Olotu of Sottu Photography



**Figure 3a:** Some of the NGOs focused on assisting underprivileged children.



**Figure 3b:** Some of the NGOs focused on the living conditions of underprivileged children and their families.





**Figure 3c:** A typical image of the environment in which the NGOs operate.



**Figure 3d:** A sample image depicting a program on which the NGOs focused: youth development.

### **3.3.3 Data collection**

For each case, I collected three types of data: (1) interview data from the entrepreneurs, (2) interview data from people surrounding the entrepreneurs, and (3) archival data on each organization the entrepreneurs represented.

Interviews with the social entrepreneurs were conducted between two periods: January–March 2012 (the first seven) and January–May 2013 (the remaining 30). Each interview lasted between 30 and 85 minutes. The interviews were semi-structured; that is, a standard set of open-ended questions was used. The interviews allowed for extensive flexibility, however, in capturing the informants' stories and to account for the study's exploratory design.

Interviews with people surrounding the social entrepreneurs were conducted to gain richer insight and validate the data collected from the social entrepreneurs. After each interview, therefore, the social entrepreneur was asked to provide contact information for other people with whom I could speak. Of the 37 social entrepreneurs, 24 provided names of referrals. In total, 63 people surrounding 22 of the interviewed social entrepreneurs were contacted and interviewed. These interviews lasted from 5 to 80 minutes, with much depending on how close they were to the NGO leaders and how long they had known one another. All interviews were conducted in English, were recorded and then transcribed verbatim.

In addition, archival materials and documents about the cases were collected. This provided more background information for presenting and interpreting the interview data. Materials such as articles, newsletters, recorded histories, and information about the activities of the enterprises were extracted from the organizations' websites.

### **3.3.4 Data analysis**

To maintain the integrity of the research, data was analyzed in three stages. The analysis was done based on the direction suggested by Gioia et al. (2013). Gioia et al., (2013) provided guidelines and approaches that promote developing new constructs and concepts for qualitative studies within organization research. They suggested that in conducting qualitative, grounded-theory research, a well-articulated phenomenon and research interest should surface. Data analysis should begin with an initial coding of data, in which first-order terms are

developed and documented. As such, first-order terms are more focused on the information the informants provide. First-order terms are then organized into second-order themes, which are more theory-centric. In the third stage, the second-order themes are then structured into an overarching, aggregate theoretical dimension. Finally, these are represented in a data structure to visualize the three stages and categories for how each construct was developed.

Using an open coding process, each interview was read and coded into meaningful categories, which were formed into subcategories (Lofland & Lofland, 2006). More specifically, an iterative stance was adopted to construct themes from the transcribed interviews and extracts from the archival data. This process was not just supplementary but served as a basis for verifying the statements from the interviews. To identify deeper meanings and patterns in the data, a content analysis of the data was conducted (Elo & Kyngäs, 2008; Miles & Huberman, 1984). Furthermore, although several rational codes and categories emerged in the early stages of analysis, the analysis was narrowed to first-order codes by seeking conceptually similar and different codes among categories. This process provided a means to make sense of the original data and reduce the number of categories.

The results from the first-order concepts (Gioia *et al.*, 2013) retained the informants' terms and supportive quotations. To develop the second-order concept, the information from the interviewees' viewpoint were combined into more meaningful and abstract concepts. In addition, the interpretation was guided by constant iteration between the data and existing literature to interpret and make sense of the information. This is why Gioia *et al.* (2013) referred to researchers as "knowledgeable agents"—they use existing theories, knowledge and experience to inform data interpretation and analysis. In the third stage, construct development was grouped into more abstract constructs, which allowed me to enhance interpretations and increase the confidence of the analytical process (Golden-Biddle & Locke, 2007; Krippendorff, 2012; Suddaby, 2006).

When developing the first-order, second-order, and aggregate categories, frequent iterations were made between the raw data and the subsequent emerging concepts. In addition, according to Gioia *et al.*'s (2013) suggested format, a summary of the analyses and structure was presented on the progress from the first, to the second, and then to the aggregate category in the form of a data structure (Figure 1 in Paper II and Figure 1 in Paper III). Finally, a

model (Figure 2 in Paper II and Figure 2 in Paper III) was developed to illustrate the relationships among the developed concepts for each study.

### **3.3.5 Quality criteria in relation to my qualitative approach**

#### ***3.3.5.1 Credibility***

Credibility for a qualitative study is regarded as similar to internal validity in quantitative research. To maintain quality for qualitative research, the scholar must establish credibility by constantly reviewing data transcripts to seek similarities and differences. Credibility can be enhanced in qualitative research “when it presents an accurate description or interpretation of human experience that people who also share the same experience would immediately recognize” (Thomas & Magilvy, 2011, pg. 152). One way to establish credibility occurs when a researcher uses the informant’s exact words for a particular study.

Credibility was improved for this study first by visiting the participants before the interview was conducted. In addition, data was transcribed and coded carefully to ensure that the participants’ interpretations and representation of experiences were reported accurately. Accuracy was also enhanced by the use the participants’ own words through verbatim representation.

#### ***3.3.5.2 Transferability***

Research transferability emphasizes the ability to determine the extent to which research findings apply to other contexts (Guba & Lincoln, 1994; Lincoln & Guba, 1994). According to Guba and Lincoln (1994), transferability is possible when sufficient and detailed information is provided concerning the study’s context. The present study can be transferable to other similar settings, contexts, and people. Transferability was enhanced for the present studies by providing detailed and dense information regarding the selection process for respondents, the context in which they were selected, and method for analyzing the data. More specifically, the dense description of the demographics and the context studied strongly increased the applicability of the findings to other contexts. In this case, for example, findings can be transferred to social enterprises in other Nigerian settings or in settings with similar populations.

### ***3.3.5.3 Dependability***

In relation to the reliability of a quantitative study, dependability refers to the extent to which another researcher can follow the description of the data methods used (Thomas & Magilvy, 2011). According to Thomas and Magilvy (2011), when a researcher can describe the specific purpose; discuss how and why participants were selected; describe how the data was collected and how long the data collection lasted; explain how data was reduced and analyzed; discuss how the research findings were interpreted and presented; and communicate specific techniques used to determine credibility, then dependability can be achieved. The strategies used to achieve dependability for the qualitative study occurred by providing detailed descriptions of each step used in the methodology. How data were collected, why, where, and the processes for analysis were described and discussed in detail. In addition, scholarly peers were involved in reviewing the analysis process for the study and providing feedback.

### ***3.3.5.4 Confirmability***

Similar to objectivity in quantitative research, confirmability is achieved when credibility, transferability, and dependability have been accomplished (Thomas & Magilvy, 2011). Confirmability was accomplished in the present study, because conscious efforts were made to constantly ensure that the quality criteria of the research were upheld at every stage of the process. This was important for the research, because it helped me see a bigger picture for interpretations and representations of the data. This insight thereby enhanced the distance between my own point of view and translating the findings.

## **3.4 Quantitative survey on leaders of entrepreneurial projects**

This section shifts from discussing the qualitative studies (Papers II and III) to describe Paper IV, the quantitative study. Survey design for a quantitative study usually involves statistical measurements and describes the collection of data that can represent a particular population (Bartlett, Kotrlik & Higgins, 2001). The survey used for Paper IV was distributed by Sara Thorgren and Joakim Wincent and focused on leader passion and behavior in the context of project management and performance. After data was collected, I was invited to participate in the project based on its complementary fit with my research interests. I saw the potential in studying drivers among leaders in entrepreneurial projects and testing hypotheses on links among competence, passion, and performance.

#### **3.4.1 Research setting and sampling**

The sample used to test the hypotheses presented in Paper IV included 134 individuals who were leading entrepreneurial projects. These individual projects were working toward regional development in Sweden and were all funded by the European Union's (EU) structural funds. The main objective of each project was their entrepreneurial nature, which focused on creating new jobs and new firms in the regions in which each project were conducted. In addition, the outcomes of these projects focused on the extent to which they contributed to regional development. Individuals managing the entrepreneurial projects were appraised based on the number of jobs and firms their projects created.

#### **3.4.2 Data collection**

Data were collected from individuals who were running entrepreneurial projects in the northern part of Sweden. A list of 324 projects in the region and the contacts of individuals leading the projects were collected from the EU program coordinators, who supported projects in northern Sweden between 2007 and 2013. After the list of 324 contacts for these projects was collected, a questionnaire was emailed to every project leader for each project. In addition to the questionnaire, a cover letter defined the reasons for the study and informed the participants that the study focused on their project's progress and conditions. It also noted that the questions would address both the project and their perspective as project leaders. Very importantly, it was made clear that all answers were confidential. A total of 134 responses were received. This reflected a response rate of 41.4%. In addition to the survey questions related to passion, secondary data in the form of registered project data was used to evaluate the effects on attaining goals.

#### **3.4.3 Data analysis**

Data for Paper IV was analyzed using ordinary-least-square (OLS) regression. The analysis was performed in two steps. Step 1 confirmed the influences of project leader competence and team competence on obsessive passion. Step 2 established the interaction between obsessive

passion and goal challenge on the dependent variable, goal attainment. Influences of project leader competence and team competence were controlled.

#### **3.4.4 Quality criteria in relation to the quantitative approach**

Every research study requires that overall quality must be accessed. Assessing research quality helps us understand the trustworthiness of the rationale used in the data selection and analysis process. Accessing the quality of data can be undertaken using data validity and reliability (Yin, 2009; Yin, 2011). Noteworthy is that the presence of research reliability is established when validity exists (Arbnor & Bjerke). Below, I present some criteria for measuring the quality of my survey research as presented in Paper IV.

##### **3.4.4.1 Validity**

Validity describes the plausibility, credibility, and trustworthiness of research. Validity describes the degree to which an instrument measures the constructs it claims to measure and the extent the means of measurement are accurate (Yin, 2009). Furthermore, validity is associated with how relevant the research is. For a study to be trusted, it must display internal validity; this establishes the accuracy of causal relationships between certain events that lead to other events. External validity addresses the question of whether the findings and conclusions from the study are generalizable beyond the actual case in the study to other settings, people, and times.

Both the internal and external validity are important to enhance the quality criteria for quantitative studies. To maintain the validity for the study presented in Paper IV, a survey design instrument that was tested and validated previously by researchers in different settings was implemented to reduce the bias and reduce problems that arise from survey research. This increased the validity for the study presented in Paper IV. In addition, multiple measurements were engaged, using both SPSS and exploratory factor analysis (EFA) with VARIMAX rotation to detect poorly performing items in each measurement. This, in other words, provided convincing evidence of the measurements used.

##### **3.4.4.2. Reliability**

Research reliability highlights the “extent to which results are consistent over time” (Joppe, 200, pg.1). In addition, reliability is referred to as an accurate representation of the total population under study. If the results of a study can be reproduced using a similar

methodology, the research instrument is considered to be reliable (Joppe, 2000, pg.1). In other words, a research is considered reliable if other researchers can establish consistency in the same way when the study is repeated, and they reach the same findings and conclusions (Yin, 2009). The reliability for the study presented in Paper IV was maintained by calculating the Cronbach's alpha values, which were above the recommended value of .70 (Bagozzi & Yi, 1988). This study, therefore, maintained standards for reliability.



## 4. Summaries of the four papers

### 4.1 Paper I: Entrepreneurship Psychology: A review

Paper I analyzed relevant published journal articles associated with the psychology of entrepreneurs. The themes examined were personality, cognition, emotion, attitude, and self. The purpose of the paper was to review the emerging field of entrepreneurs' psychology in relation to well-known psychology themes by providing an overview of the status of extant research and to suggest future directions for research. To achieve this purpose, two research questions were addressed: (1) what is the status of extant research in key areas of entrepreneurs' psychology: personality, cognition, emotion, attitude, and self? And (2) what can we anticipate from future research endeavors examining entrepreneurs' psychology?

The electronic database SciVerse Scopus was used to collect data, which provided keywords, authors, and a scheme for presenting the literature review. In addition, researchers who have published within these themes were asked to contribute by offering their opinions on the research frontier and what they foresee for the progression of each psychology theme investigated. The literature review was based exclusively on peer-reviewed journal papers, because they represent scientifically validated knowledge and have a high impact on the research field. From the literature search, it was evident that the numbers of publications for each of these areas (personality, cognition, emotions, attitudes, and self) have grown tremendously and have been consolidated over the years.

The study in Paper I also presents the evolution of each of theme examined and suggests where researchers see the research progressing. First, research within personality focused on different personality traits and has evolved toward researching the Big Five-Factor Model. In addition, scholars in this field are currently working with topics such as innovativeness and risk-taking personality traits. They also suggested that research on entrepreneurs' personality should examine the local and the global contexts in which entrepreneurs operate.

Second, the cognition research started by focusing on research questions such as why some individuals tend to be more prolific in starting new ventures than others. Research has

recently evolved toward understanding if cognitive biases lead individuals to perceive different levels of risk; how entrepreneurs think; or why some persons but not others recognize opportunities for new products or services. When asked about the topics on which they are currently working, scholars identified concepts such as perception, cognition, entrepreneurial orientation, and risk behavior as among the topics they were investigating. They further suggested a continued desire for more research on intentions, intuitions, and effectuation, as well as the potential to study different types of intelligence, creativity, and links to other subareas.

Third, although the subarea of emotions started as a sidepiece revealing an indirect reference in entrepreneurship, current studies on entrepreneurial emotions have focused on questions such as (1) what is the relationship between entrepreneurs' positive affect and firm-level innovation? and (2) what is the impact of positive and negative emotions on distinct phases of the entrepreneurial process? Authors working in this field also highlight emotional intelligence, positive/negative emotions, and confidence as concepts on which they are currently working. They suggested that more empirical studies are needed, specifically quantitative studies on how emotions affect entrepreneurs and the entrepreneurial process, should be evaluated.

Fourth, the research on attitudes has applied both the theory of reasoned action and the theory of planned behavior to understanding individual attitudes for entrepreneurship. Early research on this area focused on why some people choose to be entrepreneurs, whereas others choose to be employees. More recently, the attitude research evolved into a broader application of the intentional framework, while focusing on questions such as the factors that determine an individual's career choice. What factors might explain the inconsistency between attitudes and intentions? Researchers in this area revealed that they are still working on the main concept of intentions, innovative attitudes, and perceptions. They also suggested that future research should place more emphasis on the interrelationships among personal attitudes, beliefs, perceptions, and value systems.

Finally, early research on self has focused on the following questions: Do certain characteristics of individuals influence the extent to which they perceive themselves to be entrepreneurs? And, how is entrepreneurial identity shaped by generational encounters? Recently, however, the research on self has been more specific, with a focus on what practices are associated with

creating and maintaining an entrepreneurial identity. When asked their current focus in this area, researchers highlighted entrepreneurial identity, self-reflection, identification, and multiple identifications as concepts they are applying to their work-in-progress papers. They suggested that future research should consider posing more open-ended questions to understand the research area better.

#### **4.2 Paper II: Exploration of Motivational Drivers towards Social Entrepreneurship**

The study described in Paper II explored the reasons behind individuals' motivational drivers to start social enterprises in a specific context and their persistence in the entrepreneurial process. By presenting an emergent model, the paper provides a greater understanding why certain individuals devote their efforts to addressing nagging issues and tackling longstanding inefficiencies in communities and societies. Although the existing literature in social entrepreneurship has placed much attention on the meaning of social entrepreneurship and the significant differences between traditional entrepreneurship and social entrepreneurship, the research suggests that different factors may contribute to why individuals are motivated to identify and discover social opportunities and why they commit and persist toward the success and continuation of the social venture. No previous research, however, has conducted empirical studies to examine these factors.

To fill the void in research and achieve its aim, the study reported in Paper II focused on answering two questions. First, what drives people to initiate a social enterprise? Second, what makes them persist with their engagement? The research questions were approached using an inductive case study of four social entrepreneurs and 11 other individuals (consisting of the entrepreneurs' employees, friends, and family members) in a Nigerian context. As an exploratory study, the research identified important salient concepts and proposed a model for individuals' motivation to engage in and persist with social entrepreneurial activities.

The results showed that the overarching concepts of local conditions, such as widespread ignorance and unscientific beliefs, together with the individual's intentional mindset help explain why individuals engage in starting a social enterprise. It is further suggested that the combination of local conditions and intentional mindset, in turn, triggers the individuals' passion for a cause, which is facilitated by the support provided from their social network.

Both seem to be important for maintaining persistence in the often challenging situation of being a social entrepreneur.

With few exceptions, research regarding what motivates individuals to embark on a social enterprise and the factors that explain why they continue the social pursuit have not been studied explicitly. Similar to the recommendations from previous studies, the findings from this study suggest that the motivational drivers for why people engage in and continue with social entrepreneurship is still overlooked in this field of research. The findings suggest that when explaining the intentions and motivations for social entrepreneurship, it may be important to adopt literatures from the field of entrepreneurship, which offer a foundation to obtain more insight into social entrepreneurship. Furthermore, findings suggest that passion for a cause is an important factor that contributes to an efficacious social entrepreneurial pursuit. The findings identify “local conditions” and “intentional mindset” as issues that drive individuals to start social enterprises, and they are also important for developing passion. Apart from having passion for the social cause, another key factor, “social network support”, which occurs when the social entrepreneurs’ networks and ties are accessible, was identified as a fundamental reason these entrepreneurs persist. These findings provide new insights into social entrepreneurship.

### **4.3 Paper III: Committed to a Cause: Passionate Leader Behavior in Social Enterprising**

Paper III explores affective leader behavior—specifically passion—in social enterprises. The study attempts to understand how passionate individuals leading social enterprises may benefit the organization.

The literature acknowledges that transformational and charismatic leadership, which focus on how the leader shares a vision and motivates followers to take an interest in the task and its outcomes, may turn into identification and follower trust and loyalty toward the passionate leader. It may also explain, however, something over and beyond transformational and charismatic leadership by touching on the importance of the activity for the leaders’ identity. In addition, leaders of social enterprises outline that the portrait of the social entrepreneur is painted primarily with dedication, vision, and social networking. Beyond these qualities, however, research is lacking into these leaders’ affect and how it may shape social enterprising.

In achieving its research aim, the study reported in Paper III explored the following research question: how does passionate leader behavior benefit social enterprising?

Drawing on data from 37 social entrepreneurs leading nonprofit NGOs in Nigeria and 63 other individuals (employees, friends, and family members of the leader), a conceptual framework and model was developed to provide insights into how passionate leaders' behavior benefits social enterprising. The data revealed that a leader who loves engaging in the social enterprise and who has turned social enterprising into a part of who they are can spread to the organization and be a useful resource for building organizational power. In turn, a powerful organization enables the social enterprise to make positive changes in the community. It does so by empowering people, raising awareness, giving direct help, and providing role modeling. Both organizational power building and community development enable the leader to make a performance appraisal, which may motivate further passionate behaviors. Specifically, Paper III presents a model of how passionate leader behavior may shape the organization.

Taken together, empirical findings contribute new evidence to the social entrepreneurship research and open new avenues for future research within this literature stream.

#### **4.4. Paper IV: Obsessive Passion, Competence, and Performance in a Project Management Context**

The study associated with Paper IV investigates the relationships among competence, obsessive passion, and project management. The research posits that a competent individual who is deemed qualified, capable, and able to understand and do certain things in an appropriate and effective way may need to acquire some motivational elements. These motivational elements play an important role into positively transforming competence and ultimately influencing goal attainment and top performance. This argument led to the suggestions that competence alone may be insufficient to lead to attaining goals, especially in situations in which the tasks associated with such goals are challenging. Consequently, the study addressed that goal-setting theory presents the possibility that constructs such as obsessive passion are related to positive outcomes in the goal attainment processes, especially those that involve striving to fulfill challenging goals.

To this debate, the paper highlights three hypotheses, stated as follows.

*Hypothesis 1. There is an inverted U-shaped relationship between the project leaders' level of competence and their experience of obsessive passion for the project.*

*Hypothesis 2. There is an inverted U-shaped relationship between project teams' level of competence and the project leaders' experience of obsessive passion for the project.*

*Hypothesis 3. Project leaders' obsessive passion and the level of goal challenge in the project interact in ways such that project leaders with high obsessive passion in projects with high goal challenges will attain higher goals than project leaders with high obsessive passion working in projects with low goal challenges.*

Using a sample of 134 individuals leading entrepreneurial projects working toward regional development in Sweden, we tested the hypotheses using hierarchical ordinary-least-squares (OLS) in two steps. The findings indicated that a link exists between the competence, passion and goal attainment between project leaders and their various teams.

Specifically, the findings indicate that the inverted U-shaped relationship between the project leader's competence and his or her experienced obsessive passion was not supported. Instead, the results showed a positive, linear relationship between project leaders' competence and obsessive passion. Second, we found that when project teams were very competent, extreme levels of obsessive passion in the project leaders are likely reduced. This supported the second hypothesis. Lastly, the third hypothesis was also supported, with the findings indicating that when the project had higher goal challenges, attaining those goals was higher when the project leaders had higher levels of obsessive passion. Broadly speaking, this finding underscores the project leaders' obsessive passion as a key mechanism in contexts with high goal challenges.

In conclusion, the findings of the study conducted for Paper IV indicate that the project leader's obsessive passion is an important factor for directing competent team members to meet challenging project goals. We hope that the study's results spur additional research to encompass how individuals' obsessive passion, enjoyment, and strong emotions are important and necessary in combination with competence to reach positive outcomes. Such research could advance the field's understanding of why certain projects fail, whereas others succeed in attaining their goals.

## 5. Discussion of key findings

This doctoral thesis has produced several insights. First, the thesis papers show the influence of *cognitive and social preconditions for affective entrepreneurial motivation*. Based on local conditions such as deficiencies in the social environment and individual intentional mindset (both of which are influenced by the economy and social issues), the entrepreneurs' personal morals and their cognitive abilities guided them to develop affective motivation to encourage entrepreneurship in the social context. Additionally, the findings do not just highlight the importance of social and cognitive conditions but also indicate that the person plus situational factors play a crucial role in contributing to individuals' affective motivation to engage in social entrepreneurship. Moreover, the findings show that neither social nor cognitive factors alone can strongly enhance an individual's affective motivation; instead, both social and cognitive factors are important for encouraging such motivations for individual actions. Indeed, the social factors explain the environmental and economic circumstances surrounding the individuals' reasons for entrepreneurial engagement, whereas the cognitive factor provides individuals with the abilities to evaluate the environment, the people around them, and associated activities.

In relation to *how and why affective entrepreneurial motivations are important for entrepreneurial activities*, the doctoral thesis provides several suggestions. First, the findings suggest that affective entrepreneurial motivation provides individuals with the ability to understand and manage their emotions within entrepreneurship, which may subsequently influence performance. Based on suggestions from researchers calling for more empirical studies on this topic, the findings show that individuals with affective motivation attach emotion to their entrepreneurial task, which energizes them to invest their personal, emotional, and mental talents into their venture. Second, the findings show the importance of affective entrepreneurial motivation; in fact, the entrepreneurs expressed that their high and intense positive feelings toward their activities proved they gained satisfaction from wanting to make entrepreneurial achievements despite the challenges they encountered. Third, the findings show that affective entrepreneurial motivation equips entrepreneurs to give their enterprise a sense of importance and high value, because they are highly absorbed, involved, and fully committed to the affairs that demonstrate progress in their ventures. Fourth, in the specific

context of social entrepreneurship, the findings show that affective entrepreneurial motivation constantly drives entrepreneurs to play an important role in building and mobilizing resources, promoting commitments in the organization, and acting as role models within the society they serve. Finally, the findings contribute to current discussions by showing that individuals with a significant level of affective entrepreneurial motivation are able to achieve goals that are more challenging. This therefore suggests that affective entrepreneurial motivation is an important factor for individuals who are either coping with or attaining challenging goals.

### **5.1 Contributions to entrepreneurial motivation**

Although scholars have long identified the importance of motivations in entrepreneurship behavior, most of the discussions have been on factors such as money, achievement, personality traits, and drive. Specifically, scholars have emphasized that motivation drives individual intentions and triggers their actions toward entrepreneurship (Busenitz & Lau, 1996; Carsrud & Brännback, 2011). In addition, previous literature has suggested that specific factors such as profit or financial gain can be a substantial rationale that motivates individuals to become self-employed rather than gaining employment within a company (Glaeser, 2007) or adding sustainable value to societal development (Austin *et al.*, 2006). Research on motivation in general has focused on either financial or psychological motivation. This present study, however, presents the distinctive types of psychological motivation by focusing on both the affective and non-affective sides of motivation.

In doing so, I elaborate on the common emphasis from prior motivation research and shed light on avenues for future research. First, I take note of different theoretical perspectives that cut across motivations in the entrepreneurship literature. For example, the thesis papers review the literatures in cognition, emotions, personality, self, and attitudes and highlight how these factors are important for entrepreneurial motivations and subsequently behaviors with respect to their actions and outcomes. Second, the thesis papers contribute to entrepreneurship research by addressing and presenting the broad scope of individual commitment to entrepreneurship and the emerging social entrepreneurship context. They do so by identifying a significant driver toward a course of action and the repercussions for persisting to attain a certain goal. Such drivers are found to promote and ensure a higher level of personal and organizational performance even on the verge of challenges. More specifically, the doctoral thesis shows that the overarching and emerging concept of passion, which enhances



individuals' motivations and persistence even amidst obstacles (Cardon & Kirk, In press; Cardon *et al.*, 2009) is an important factor to consider in entrepreneurship.

Research on affective motivation has become one of the most recent streams adopted in entrepreneurship literature for several reasons. First, affective motivation generally provides information that acts as a sufficient basis to make judgments, decisions, and changes in preferences (Clore & Tamir, 2002; Jennings, Edwards, Devereaux, & Delbridge, 2015; Welpel *et al.*, 2012). Second the affective motivation stimulates entrepreneurs to overcome obstacles and remain engaged in entrepreneurial activity (Cardon *et al.*, 2009, pg. 512). Third, affective motivation enables an individual to invest vigorous actions and efforts in highly unpredictable and uncertain environments (Baron, 2008, pg. 329). As such, several previous studies have discussed variant perspectives that demonstrate what triggers entrepreneurs' action, thinking, or decision-making. Scholars have also debated the factors that drive individual action to recognize an entrepreneurial opportunity, act on it, start a venture, keep an existing venture running—in other words, the factors that motivate their actions. Here, I focus on the social and cognitive preconditions to affective entrepreneurial motivation, as well as the affective entrepreneurial motivation to entrepreneurial actions and outcomes (their activities).

My reasons for focusing on these preconditions were twofold. First, I sought to extend the discussions of Frese (2009) and Frese and Gielnik (2014), who suggested that a cognitive approach to entrepreneurship allows entrepreneurs to act after a certain judgment has been made. Furthermore, constant feedback influenced by the environment gives entrepreneurs the ability to learn and continually produce a stronger degree of realism. This, in other words, has the tendency to influence entrepreneurs' motivational and affective reactions to act on entrepreneurship opportunities. He further proposed that entrepreneurs are active performers who change their environment through their actions (Frese, 2009, pg. 479). Second, scholars have argued that both social and cognitive factors strongly influence entrepreneurial engagement and success (Baron & Markman, 2000; Baron, 2000). Recent research on cognition has shown that cognitive factors are important for entrepreneurs and has shown specifically to differentiate entrepreneurs from non-entrepreneurs. Indeed, entrepreneurs make more use of their cognitive and mental structures to seek and evaluate opportunities (Baron, 1998; Baron & Ward, 2004; Baron & Ensley, 2006). Previous research has argued that individuals who take advantage of specific social factors such as a relevant previous experience, direct personal contacts, and favorable reputation are more likely to gain access to venture

capitalists and potential customers and are more likely to succeed in and benefit from entrepreneurship (Baron & Markman, 2000).

Most of the discussion surrounding the cognitive and social factors of affective motivation has been in terms of how affective motivation is necessary for cognitive predisposition, how affective motivation can coordinate individuals' cognitions, and emotions (Cardon *et al.*, 2009), and how cognitive factors and social factors drive individuals toward entrepreneurship and exploiting opportunities. In recent years, research on cognition has emphasized that individuals use their knowledge structures to assess, judge, and decide on issues related to evaluating opportunities and creating and growing ventures (Mitchell *et al.*, 2002). The theoretical base for cognitive and social conditions for entrepreneurship in part reflects an important factor that explains why some individuals and not others recognize or create new opportunities (Alvarez *et al.*, 2011).

This thesis suggests, therefore, that cognitive and social factors in general can contribute to either the success or failure of entrepreneurship but can also be important conditions for entrepreneurship to take place. Indeed, they first trigger individual interest and motivation for action. Previous research has shown that cognitive factors yield success (Baron, 1998; Baron & Ward, 2004; Baron & Ensley, 2006) and affective motivation influences entrepreneurs' cognitive actions (Clare & Tamir, 2002; Jennings *et al.*, 2015; Welpel *et al.*, 2012). This thesis presents an empirical contribution to better understand the important role that social and cognitive preconditions have on affective motivation and how this contributes to entrepreneurial action.

Researchers in the field of motivation have started to express the importance of the role of affective motivation in the entrepreneurial process, how it is important for decision making and opportunity recognition (Baron & Ward, 2004; Baron, 2008; Welpel *et al.*, 2012), persistence and commitment (Bird, 1989; Cardon, Zietsma, Saporito, Mathern, & Davis, 2005), and for venture growth and success (Cardon *et al.*, 2009; Ma & Tan, 2006; Shane *et al.*, 2003). From the conceptualizations of prior research, entrepreneurs may be influenced indirectly by their actions, where their level of affective motivation impacts their behaviors and activates intense feelings to take action toward success (Boyd & Vozikis, 1994; Cardon *et al.*, 2009). This thesis reveals numerous reasons why this is the case.

Affective entrepreneurial factors contribute to individuals' assessment of their skills and abilities, which is critical when exploring and exploiting entrepreneurial opportunities (Sarasvathy *et al.*, 2010; Venkataraman, 1997). More specifically, previous studies have suggested that past events that individuals have experienced may invoke emotions and thus judgments (Zacharakis & Shepherd, 2001). For example, Welpel *et al.* (2012) found that affective motivations such as fear and joy strongly influence individuals' ability to evaluate and exploit entrepreneurial opportunities. Likewise Baron (2008) argued that affective entrepreneurial motivation may also directly influence opportunity recognition.

Although these mentioned studies have developed this research stream to a significant extent, the thesis papers provide clear support for the current discussion on affective motivation. They also propose specific outcomes, such as implicit emotional arousal and attaining goals when challenges are very high. Specifically, the findings suggest that the entrepreneurs' actions in various contexts, especially situations to which they give a sense of importance and high value due to their level of commitment, was one factor that determined the progression of building a successful enterprise. The thesis further highlights that affective motivation gave the entrepreneurs the energy to continue with their activities based on their intense and consistent expression of positive emotions in the activity. This confirms the suggestions of Cardon *et al.* (2009) that affective motivation determines individuals' desire to act, which, drives these entrepreneurs to persist in their entrepreneurial activities.

In addition, within the emerging concept of affective motivation, few studies have described the phenomenon but have essentially started to seek measures to evaluate how this motivation influences the entrepreneurial process and contributes to entrepreneurship (Cardon & Kirk, *In press*; Cardon *et al.*, 2013). And, although a new foundation is emerging within the entrepreneurship literature, this concept is yet to receive the same recognition in the developing context of the social entrepreneurship literature.

The thesis papers, however, provide some insights into affective motivation for the social entrepreneurship context in several ways. First, the papers suggest that affective entrepreneurial motivations such as passion are strong predictors for individual inclination to activate social entrepreneurial actions. Specifically, in the emerging context of social entrepreneurship, having passion appears to be an important factor for engaging and persisting in social entrepreneurship. This reflects that individuals may perceive their social desirability (Mair &

Martí, 2006) and react to issues plaguing society based on certain factors, including their personal morals or personal experience. Such qualities stimulate their desires and zeal to invest significant time and energy into creating an organization that can ease others' suffering by creating social value. This may be evident because individuals who spend their time and energy solving social issues are working in a context in which feelings and emotions are constantly affected and regulated.

Second, previous literature has argued that certain factors and circumstances that occur in the entrepreneurial process may positively or negatively affect individual emotions and their subsequent entrepreneurial involvement and performance (Baron *et al.*, 2011; Baron *et al.*, 2012; Shepherd & Cardon, 2009; Shepherd & Kuratko, 2009). The thesis papers recognize that the feedback social entrepreneurs receive from organizing the venture and promoting social values provides positive consequences for their personal performance. This, in turn, feeds their affective motivation and activates their commitment to their cause of action. Specifically, the thesis opens new avenues for future research on social entrepreneurship by highlighting when entrepreneurs feel and see that they promote organizational success through their actions. When they realize they are positively affecting many lives and when they perceive social needs are not completely fulfilled, it positively impacts their behavior, commitment, and subsequent social encounters. Because affective feelings are dominant and overpowering, it is not surprising that social entrepreneurs feel a strong sense of emotions, which pushes their actions. This suggests that the social entrepreneurial literature needs to consider the importance of this emerging concept more than it does and investigate how it may influence the context in which social entrepreneurs work.

## **5.2 Practical implications**

The findings offer several practical implications for entrepreneurs, social entrepreneurs, and organizational leaders in general.

***First, the affective motivated entrepreneur should be conscious of the role he or she plays when trying to accomplish goals that are especially challenging.*** The study described in Paper III, highlights that when tasks are highly challenging, the role the affectively motivated entrepreneur plays can impact the organization and the individuals in it by building commitment to engage fully and persist in their task. The entrepreneur can therefore stimulate accomplishing goals in individuals and their organizational attractiveness. An

entrepreneur who displays a high level of affective motivation can enhance the motivation of those with whom they work. Thus, the thesis suggests that entrepreneurs who aim to build a successful organization are encouraged to foster affective motivation in their work teams and employees through their own display of motivation. This, in other words, can lead to the successful outcome of the enterprise.

***Second, individual satisfaction should be appraised continually, irrespective of the level of affective motivation.*** Entrepreneurs who rely on successful outcomes to maintain their levels of affective motivation should bear in mind that irrespective of their level of motivation in times of success, they should constantly consider the satisfaction derived from each successful outcome. In times of challenge, this can help them push and strive for positive outcomes. Indeed, satisfaction is necessary in entrepreneurship, because it can promote subjective well-being and as such may provide individuals with the strength to fuel their drive to commit and persist in their entrepreneurial process. In this regard, individuals who consciously consider their derived satisfaction can balance their positive affective motivation and constantly strive for successful entrepreneurial outcomes.

***Third, affective motivated entrepreneurial leaders should be aware of their own motivational level, especially when working within teams.*** The study reported in Paper IV indicates that an adverse consequence can occur to the affective motivated entrepreneurial leaders if they have overly skilled team members. Specifically, the study indicates that affective leaders working within projects lose the anxious feeling that drives them to direct overly skilled and competent team members to attain goals. Therefore, motivated entrepreneurial leaders managing R&D projects, for example, are encouraged to find ways to challenge their teams. To keep the fire burning, entrepreneurial leaders should continually introduce more demanding situations to their teams and individual employees alike, even though they may doubt, in part, that the team's efficiency is sufficient to reach the established goals.

***Fourth, educators should focus on the affective entrepreneurial leaders' significance in the social context of entrepreneurship.*** To educate and train prospective social entrepreneurs, the thesis findings suggest that focusing on the leaders' significance for the organization is important. This means that in addition to the entrepreneurial leaders' skills, such as examining the organization's commercial viability and social mission, recognizing how the organization is distinct, and seeking strategies to integrate leaders by acquiring interpersonal, decision-making,

and differentiation skills, the findings suggest that focus should also be placed on learning deeply about one's affective motivation and how such motivations are maintained and exploited.

***Fifth, within the social context of entrepreneurship, donor agencies should evaluate the personality and (affective) motivation for entrepreneurship.*** Although each donor agency has its own criteria for awarding funding, many have in common that they do not evaluate the entrepreneur's personality and motivation. In addition to common qualifying criteria such as a robust business model, a clear social mission, the ability to grow the enterprise's social impact, a robust management team, and a strong partnership with stakeholders, the findings suggest adding criteria that captures the entrepreneur's passion and affective motivation for the social activity.

### **5.3 Limitations and suggestions for future research**

Several limitations of this doctoral thesis should be considered when presenting and interpreting the results. I mention several areas in the papers appended to this thesis. Some final points must be mentioned, however. First, the data collected in this thesis was mainly achieved through questionnaires, archival documents, and interviews. In this thesis however, respondents covered only past and current activities. In this regard, the study focused on perceptions, intentions, and descriptions of behaviors. Although the mode of data collection in this doctoral thesis is consistent with current empirical research on entrepreneurial actions and outcomes (Cardon, Stevens, & Potter, 2011; Murnieks *et al.*, In press), future research should also consider including observations on a more long-term basis. This will allow researchers to access actual behaviors and observe how entrepreneurs behave in certain circumstances within the continuum of the entrepreneurial process and how these behaviors can influence actions. Conducting observations, especially in several research contexts, can also provide more variations to understand the influences of and for affective entrepreneurial motivations.

Second, although the quantitative study for the present thesis captured longitudinal data, the qualitative study did not. Notwithstanding this issue, data was gathered not just from the entrepreneurs but also individuals in close contact with the entrepreneurs, specifically, those the entrepreneurs had encountered before or during the entrepreneurial process. Longitudinal data collection, that is, following social entrepreneurs over time, is encouraged in future

research. It may be useful to combine observations with interview data and additional archival material during such studies. Conducting a longitudinal study can provide opportunities to understand other aspects of affective entrepreneurial motivation.

Third, specific to the qualitative research, a methodological limitation relates to the lack of empirical generalization. Although the qualitative research applied samples from entrepreneurs working in Nigeria, the goal of the qualitative studies was not to provide statistically generalizable conclusions. Rather, it allowed me to draw rich and in-depth understandings by extending theoretical ideas toward further developing the social entrepreneurship literature. Nevertheless, one way to enhance the credibility of the case studies in this thesis was to search for similar patterns in other cases. For example, because this research was conducted in a developing country, future research can search for and compare patterns identified in other developing countries.

Finally, the method of the data collection specifically related to the qualitative study can be considered a limitation. Telephone interviews were used to collect data from informants located in Nigeria. For this form of interview, several limitations were identified. First, network and communications errors occurred when trying to reach the informants. Second, due to the technology, communication was sometimes interrupted during the course of the interview, making it difficult to hear or comprehend what the entrepreneurs were trying to say. Another limitation encountered with this method of interview was that it was not impossible to access other forms of communication such as visual aids or body language (Thomas & Purdon, 1994). Additional observations would have been possible in face-to-face interviews. This, however, did not have a significantly negative impact on the present study because the focus was placed solely on the content of the information rather than body language or other nonverbal factors. Irrespective of the limitations with telephone interviews and the high demand for the respondents (Kolar & Kolar, 2008), this form of telephone interview provided several opportunities with respect to increasing the response level because respondents felt their conversations were private, and they had personal freedom to respond (Kolar & Kolar, 2008). This served as an advantage for this research, because it eased the respondents into providing more extensive information concerning the issues discussed, resulting in a richer data set. In addition to the telephone interview, however, future studies should also strive to perform face-to-face interviews to capture the informants' feelings and emotions during the interviews.

## 5.4 Conclusion

Through a series of four papers, this doctoral thesis has collectively explored the areas of entrepreneurial motivation, specifically affective motivation. Affective motivation here was considered the *motivation that is emotionally driven*. The present study, therefore, presented a deeper understanding of affective motivation by examining the cognitive and social preconditions of affective entrepreneurial motivations and how and why affective entrepreneurial motivations are important for entrepreneurial activities.

This doctoral thesis also proposes that understanding social and cognitive preconditions are important for affective entrepreneurial actions. Specifically, the studies portray that although affective motivations have been argued to be important for social and cognitive factors in the entrepreneurial process, the opposite (the social and cognitive factors) can also be of importance in influencing individual affective motivation within the entrepreneurial context. Based on the findings from the present study, social and cognitive factors were recognized to enable understandings of distinct emotional mindsets. In addition, the thesis showed that affective entrepreneurial motivation was also important for entrepreneurial actions and outcomes. Specifically, it was important for the entrepreneurs and entrepreneurs within a specific context and people with whom they work. In this regard, the thesis presented several contributions to the literature of entrepreneurship.



## REFERENCES

- Alvarez, C., Urbano, D., Coduras, A., & Ruiz-Navarro, J. (2011). Environmental conditions and entrepreneurial activity: A regional comparison in Spain. *Journal of Small Business and Enterprise Development*, 18(1), 120-140.
- Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social entrepreneurship and societal transformation an exploratory study. *The Journal of Applied Behavioral Science*, 40(3), 260-282.
- Arbnor, I., & Bjerke, B. (1997). Methodology for creating business knowledge. Sage.
- Ardichvili, A., Cardozo, R., & Ray, S. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, 18(1), 105-123.
- Ardichvili, A., Cardozo, R., Ray, S., Ardichvili, A., Cardozo, R., & Ray, S. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, 18(1), 105-123.
- Ashforth, B. E., & Humphrey, R. H. (1995). Emotion in the workplace: A reappraisal. *Human Relations*, 48(2), 97-125.
- Åslund, A., & Bäckström, I. (In press). Creation of value to society—a process map of the societal entrepreneurship area. *Total Quality Management & Business Excellence*. Doi: 10.1080/14783363.2013.835897 .
- Atkinson, J. W. (1964). An introduction to motivation. Oxford, England.
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: Same, different, or both? *Entrepreneurship: Theory and Practice*, 30(1), 1-22.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Barendsen, L., & Gardner, H. (2004). Is the social entrepreneur a new type of leader? *Leader to Leader*, 2004(34), 43-50.
- Bartlett, J. E., Kotrlik Joe W., & Higgins, C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43.
- Baron, R. A., Tang, J., & Hmieleski, K. M. (2011). The downside of being 'up': Entrepreneurs' dispositional positive affect and firm performance. *Strategic Entrepreneurship Journal*, 5(2), 101-119.

## REFERENCES

---

- Baron, R. A. (1998). Cognitive mechanisms in entrepreneurship: Why and when entrepreneurs think differently than other people. *Journal of Business Venturing*, 13(4), 275-294.
- Baron, R. A. (2000). Psychological perspectives on entrepreneurship: Cognitive and social factors in entrepreneurs' success. *Current Directions in Psychological Science*, 9(1), 15-18.
- Baron, R. A. (2004a). The cognitive perspective: A valuable tool for answering entrepreneurship's basic "why" questions. *Journal of Business Venturing*, 19(2), 221-239.
- Baron, R. A. (2004b). Potential benefits of the cognitive perspective: Expanding entrepreneurship's array of conceptual tools. *Journal of Business Venturing*, 19(2), 169-172.
- Baron, R. A. (2008). The role of affect in the entrepreneurial process. *Academy of Management Review*, 33(2), 328-340.
- Baron, R. A., & Ensley, M. D. (2006). Opportunity recognition as the detection of meaningful patterns: Evidence from comparisons of novice and experienced entrepreneurs. *Management Science*, 52(9), 1331-1344.
- Baron, R. A., Hmieleski, K. M., & Henry, R. A. (2012). Entrepreneurs' dispositional positive affect: The potential benefits - and potential costs - of being "up". *Journal of Business Venturing*, 27(3), 310-324.
- Baron, R. A., & Markman, G. D. (2000). Beyond social capital: How social skills can enhance entrepreneurs' success. *Academy of Management Executive*, 14(1), 106-114.
- Baron, R. A., & Ward, T. B. (2004). Expanding entrepreneurial cognition's toolbox: Potential contributions from the field of cognitive science. *Entrepreneurship: Theory and Practice*, 28(6), 553-573.
- Baum, J. R., Locke, E. A., & Smith, K. G. (2001). A multidimensional model of venture growth. *Academy of Management Journal*, 44(2), 292-303.
- Baum, J. R., Locke, E. A., Baum, J. R., Locke, E. A., Baum, J. R., & Locke, E. A. (2004). The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *Journal of Applied Psychology*, 89(4), 587-598.
- Begley, T. M., & Boyd, D. P. (1987). Psychological characteristics associated with performance in entrepreneurial firms and smaller businesses. *Journal of Business Venturing*, 2(1), 79-93.
- Benabou, R., & Tirole, J. (2003). Intrinsic and extrinsic motivation. *The Review of Economic Studies*, 70(3), 489-520.
- Benzing, C., & Chu, H. M. (2009). A comparison of the motivations of small business owners in africa. *Journal of Small Business and Enterprise Development*, 16(1), 60-77.

---

## REFERENCES

---

- Benzing, C., Chu, H. M., & Callanan, G. (2005). A regional comparison of the motivation and problems of vietnamese entrepreneurs. *Journal of Developmental Entrepreneurship*, 10(1), 3-27.
- Benzing, C., Chu, H. M., & Kara, O. (2009). Entrepreneurs in turkey: A factor analysis of motivations, success factors, and problems. *Journal of Small Business Management*, 47(1), 58-91.
- Bird, B. J. (1989). *Entrepreneurial behavior*. Scott, Foresman Glenview, IL.
- Boyd, N. G., & Vozikis, G. S. (1994). The influence of self-efficacy on the development of entrepreneurial intentions and actions. *Entrepreneurship Theory and Practice*, 18, 63-63.
- Brandstätter, H. (1997). Becoming an entrepreneur—a question of personality structure? *Journal of Economic Psychology*, 18(2), 157-177.
- Busenitz, L. W., & Lau, C. (1996). A cross-cultural cognitive model of new venture creation. *Entrepreneurship Theory and Practice*, 20, 25-40.
- Cardon, M. S., Gregoire, D. A., Stevens, C. E., & Patel, P. C. (2013). Measuring entrepreneurial passion: Conceptual foundations and scale validation. *Journal of Business Venturing*, 28(3), 373-396.
- Cardon, M. S., & Kirk, C. P. (In press). Entrepreneurial passion as mediator of the Self - Efficacy to persistence relationship. *Entrepreneurship Theory and Practice* Doi: 10.1111/etap.12089
- Cardon, M. S., Stevens, C. E., & Potter, D. R. (2011). Misfortunes or mistakes?: Cultural sensemaking of entrepreneurial failure. *Journal of Business Venturing*, 26(1), 79-92.
- Cardon, M. S., Sudek, R., & Mitteness, C. (2009). The impact of perceived entrepreneurial passion on angel investing. *Frontiers of Entrepreneurship Research*, 29(2), 1.
- Cardon, M. S., Zietsma, C., Saporito, P., Matherne, B. P., & Davis, C. (2005). A tale of passion: New insights into entrepreneurship from a parenthood metaphor. *Journal of Business Venturing*, 20(1), 23-45.
- Cardon, M. S., Wincent, J., Singh, J., & Drnovsek, M. (2009). The nature and experience of entrepreneurial passion. *Academy of Management Review*, 34(3), 511-532.
- Carsrud, A., Brännback, M., Elfving, J., & Brandt, K. (2009). Motivations: The entrepreneurial mind and behavior. In *Understanding the entrepreneurial mind* (141-165) Springer, New York.
- Carsrud, A., & Brännback, M. (2011). Entrepreneurial motivations: What do we still need to know? *Journal of Small Business Management*, 49(1), 9-26.

---

## REFERENCES

---

- Chancellor, J., Layous, K., & Lyubomirsky, S. (In press). Recalling positive events at work makes employees feel happier, move more, but interact less: A 6-week randomized controlled intervention at a Japanese workplace.  
Doi 10.1007/s10902-014-9538-z
- Chen, X. -, Yao, X., & Kotha, S. (2009). Entrepreneur passion and preparedness in business plan presentations: A persuasion analysis of venture capitalists' funding decisions. *Academy of Management Journal*, 52(1), 199-214.
- Chu, H. M., Benzing, C., & McGee, C. (2007). Ghanaian and Kenyan entrepreneurs: A comparative analysis of their motivations, success characteristics and problems. *Journal of Developmental Entrepreneurship*, 12(03), 295-322.
- Clore, G. L., & Tamir, M. (2002). Affect as embodied information. *Psychological Inquiry*, 13(1), 37-45.
- Cooper, A. C., & Dunkelberg, W. C. (1986). Entrepreneurship and paths to business ownership. *Strategic Management Journal*, 7(1), 53-68.
- Corner, P. D., & Ho, M. (2010). How opportunities develop in social entrepreneurship. *Entrepreneurship: Theory and Practice*, 34(4), 635-659.
- D'Mello, S., & Mills, C. (2014). Emotions while writing about emotional and non-emotional topics. *Motivation and Emotion*, 38(1), 140-156.
- Dawis, R. V. (1991). Vocational interests, values, and preferences. Palo Alto, CA, US: Consulting Psychologists Press, xxv, 957
- De Clercq, D., Honig, B., & Martin, B. (2013). The roles of learning orientation and passion for work in the formation of entrepreneurial intention. *International Small Business Journal*, 31(6), 652-676..
- De Clercq, D., & Arenius, P. (2006). The role of knowledge in business start-up activity. *International Small Business Journal*, 24(4), 339-358.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
- Deci, E. L., & Ryan, R. M. (2002). *Handbook of self-determination research*. University Rochester Press.
- Deci, E. L., & Ryan, R. M. (2010). *Self - Determination* Wiley Online Library.
- Deci, E. L., & Ryan, R. M. (2012). Overview of self-determination theory. *The Oxford Handbook of Human Motivation*,
- Deci, E., & Ryan, R. M. (2008). Self-determination theory. *Handbook of Theories of Social Psychology*, , 416.

---

## REFERENCES

---

- Dweck, C. S., Leggett, E. L., Dweck, C. S., & Leggett, E. L. (1988). A social cognitive approach to motivation and personality. *Psychological Review*, 95(2), 256-273.
- Edelman, L., & Yli-Renko, H. (2010). The impact of environment and entrepreneurial perceptions on venture-creation efforts: Bridging the discovery and creation views of entrepreneurship. *Entrepreneurship: Theory and Practice*, 34(5), 833-856.
- Edmondson, A. C. & McManus, S. E. (2007). Methodological fit in management field research. *The Academy of Management Review*, 32(4), 1246-1264.
- Elfving, J., Brännback, M., & Carsrud, A. (2009). Toward a contextual model of entrepreneurial intentions. *Understanding the entrepreneurial mind* (23-33) Springer.
- Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107-115.
- Fagenson, E. A. (1993). Personal value systems of men and women entrepreneurs versus managers. *Journal of Business Venturing*, 8(5), 409-430.
- Fayolle, A., Gailly, B., & Lassas-Clerc, N. (2006). Assessing the impact of entrepreneurship education programmes: A new methodology. *Journal of European Industrial Training*, 30(9), 701-720.
- Foo, M. D. (2011). Emotions and entrepreneurial opportunity evaluation. *Entrepreneurship: Theory and Practice*, 35(2), 375-393.
- Forgas, J. P. (2001). *Feeling and thinking: The role of affect in social cognition*. Cambridge University Press.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218.
- Frese, M. (2009). *Toward a psychology of entrepreneurship: An action theory perspective*. Now Publishers Inc.
- Frese, M., & Gielnik, M. M. (2014). The psychology of entrepreneurship. *Annu.Rev.Organ.Psychol.Organ.Behav.*, 1(1), 413-438.
- Frese, M., Krauss, S. I., Keith, N., Escher, S., Grabarkiewicz, R., Luneng, S. T., Heers, C., Unger, J., Friedrich, C. (2007). Business owners' action planning and its relationship to business success in three african countries. *Journal of Applied Psychology*, 92(6), 1481-1498.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research notes on the gioia methodology. *Organizational Research Methods*, 16(1), 15-31.
- Glaeser, E. L. (2007). *Entrepreneurship and the City* (No. w13551). National Bureau of Economic Research.
- Golden-Biddle, K., & Locke, K. (2007). *Composing qualitative research* Sage.

## REFERENCES

---

- Gregoire, D. A., Shepherd, D. A., & Lambert, L. S. (2010). Measuring opportunity-recognition beliefs illustrating and validating an experimental approach. *Organizational Research Methods, 13*(1), 114-145.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of Qualitative Research, 2*, 163-194.
- Gummesson, E. (2000). *Qualitative methods in management research*. Sage.
- Haugh, H. (2007). Community - Led social venture creation. *Entrepreneurship Theory and Practice, 31*(2), 161-182.
- Hayward, M. L. A., Forster, W. R., Sarasvathy, S. D., & Fredrickson, B. L. (2010). Beyond hubris: How highly confident entrepreneurs rebound to venture again. *Journal of Business Venturing, 25*(6), 569-578.
- Hemingway, C. A. (2005). Personal values as a catalyst for corporate social entrepreneurship. *Journal of Business Ethics, 60*(3), 233-249.
- Higgins, E. T., & Higgins, E. T. (1987). Self-discrepancy: A theory relating self and affect. *Psychological Review, 94*(3), 319-340.
- Ho, Y., & Wong, P. (2007). Financing, regulatory costs and entrepreneurial propensity. *Small Business Economics, 28*(2-3), 187-204.
- Jennings, J. E., Edwards, T., Devereaux Jennings, P., & Delbridge, R. (2015). Emotional arousal and entrepreneurial outcomes: Combining qualitative methods to elaborate theory. *Journal of Business Venturing, 30*(1), 113-130.
- Joppe, M. (2000). The research process. Retrieved February, 25, 1998.
- Kim, Y., Chiu, C., & Zou, Z. (2010). Know thyself: Misperceptions of actual performance undermine achievement motivation, future performance, and subjective well-being. *Journal of Personality and Social Psychology, 99*(3), 395-409.
- Kolar, T., & Kolar, I. (2008). What respondents really expect from researchers. *Evaluation Review, 32*(4), 363-391.
- Korsgaard, S. (2011). Opportunity formation in social entrepreneurship. *Journal of Enterprising Communities, 5*(4), 265-285.
- Korunka, C., Frank, H., Lueger, M., & Mugler, J. (2003). The entrepreneurial personality in the context of resources, environment, and the startup process—A configurational approach. *Entrepreneurship Theory and Practice, 28*(1), 23-42.
- Krippendorff, K. (2012). *Content analysis: An introduction to its methodology*. Sage.
- Kuratko, D. F., Hornsby, J. S., & Naffziger, D. W. (1997). An examination of owner's goals in sustaining entrepreneurship. *Journal of Small Business Management, 35*(1), 24-33.

---

## REFERENCES

---

- Lincoln, Y. S., & Guba, E. G. (1994). Competing paradigms in qualitative research. *Handbook of Qualitative Research*, 105-117.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Prentice-Hall, Inc.
- Locke, E. A., & Latham, G. P. (1994). Goal setting theory. In *Motivation: Theory and Research*, 13-29.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705.
- Locke, E. A., & Latham, G. P. (2006). New directions in goal-setting theory. *Current Directions in Psychological Science*, 15(5), 265-268.
- Locke, E. A., & Latham, G. P. (2009). Has goal setting gone wild, or have its attackers abandoned good scholarship? *The Academy of Management Perspectives*, 23(1), 17-23.
- Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal setting and task performance: 1969-1980. *Psychological Bulletin*, 90(1), 125.
- Lofland, J., & Lofland, L. H. (2006). *Analyzing social settings*. Wadsworth Publishing Company Belmont, CA.
- Lumpkin, G. T., Moss, T. W., Gras, D. M., Kato, S., & Amezcua, A. S. (2013). Entrepreneurial processes in social contexts: How are they different, if at all? *Small Business Economics*, 40(3), 761-783..
- Ma, H., & Tan, J. (2006). Key components and implications of entrepreneurship: A 4-P framework. *Journal of Business Venturing*, 21(5), 704-725.
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36-44.
- Markus, H., Nurius, P., Markus, H., & Nurius, P. (1986). Possible selves. *American Psychologist*, 41(9), 954-969.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370.
- Maslow, A. H., Frager, R., Fadiman, J., McReynolds, C., & Cox, R. (1970). *Motivation and personality*. Harper & Row New York.
- Miles, M. B., & Huberman, A. M. (1984). Qualitative data analysis: A sourcebook of new methods; qualitative data analysis: A sourcebook of new methods. Sage.
- Mitchell, R. K., Busenitz, L., Lant, T., McDougall, P. P., Morse, E. A., & Smith, J. B. (2002). Toward a theory of entrepreneurial cognition: Rethinking the people side of entrepreneurship research. *Entrepreneurship Theory and Practice*, 27(2), 93-104.

---

## REFERENCES

---

- Mitchell, R. K., Busenitz, L. W., Bird, B., Marie Gaglio, C., McMullen, J. S., Morse, E. A., & Smith, J. B. (2007). The central question in entrepreneurial cognition research 2007. *Entrepreneurship: Theory and Practice*, 31(1), 1-27.
- Mitchell, R. K., Randolph-Seng, B., & Mitchell, J. R. (2011). Socially situated cognition: Imagining new opportunities for entrepreneurship research. *Academy of Management Review*, 36(4), 774-776.
- Montgomery, A. W., Dacin, P. A., & Dacin, M. T. (2012). Collective social entrepreneurship: Collaboratively shaping social good. *Journal of Business Ethics*, 111(3), 375-388.
- Murnieks, C. Y., Mosakowski, E., & Cardon, M. S. (In press). Pathways of passion: Identity centrality, passion, and behavior among entrepreneurs. *Journal of Management*, doi: 0149206311433855.
- Murphy, P. J., & Coombes, S. M. (2009). A model of social entrepreneurial discovery. *Journal of Business Ethics*, 87(3), 325-336.
- Nicholls, J. G. (1984). Achievement motivation: Conceptions of ability, subjective experience, task choice, and performance. *Psychological Review*, 91(3), 328-346.
- Oosterbeek, H., van Praag, M., & Ijsselstein, A. (2010). The impact of entrepreneurship education on entrepreneurship skills and motivation. *European Economic Review*, 54(3), 442-454.
- Podoynitsyna, K., Van der Bij, H., & Song, M. (2012). The role of mixed emotions in the risk perception of novice and serial entrepreneurs. *Entrepreneurship: Theory and Practice*, 36(1), 115-140.
- Podsakoff, P. M., Mackenzie, S. B., Bachrach, D. G., & Podsakoff, N. P. (2005). The influence of management journals in the 1980s and 1990s. *Strategic Management Journal*, 26(5), 473-488.
- Praszkier, R., Nowak, A., & Coleman, P. T. (2010). Social entrepreneurs and constructive change: The wisdom of circumventing conflict. *Peace and Conflict*, 16(2), 153-174.
- Rokeach, M. (1973). *The nature of human values*. Free press New York.
- Rushworth, S., & Gillin, M. (2006). Personal value systems and motivations of successful serial entrepreneurs. *International Journal of Entrepreneurship and Small Business*, 3(1), 106-122.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.
- Sarasvathy, S. D., Dew, N., Velamuri, S. R., & Venkataraman, S. (2010). Three views of entrepreneurial opportunity. *Handbook of entrepreneurship research* (77-96) Springer.



## REFERENCES

---

- Schumpeter, J. A. (1934). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Transaction Publishers.
- Scott, M., & Bruce, R. (1987). Five stages of growth in small business. *Long Range Planning*, 20(3), 45-52.
- Segal, G., Borgia, D., & Schoenfeld, J. (2005). The motivation to become an entrepreneur. *International Journal of Entrepreneurial Behaviour and Research*, 11(1), 42-57.
- Shane, S., Locke, E. A., & Collins, C. J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 13(2), 257-279.
- Shane, S., & Shane, S. (2000). Prior knowledge and the discovery of entrepreneurial opportunities. *Organization Science*, 11(4), 448-469.
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226.
- Sharir, M., & Lerner, M. (2006). Gauging the success of social ventures initiated by individual social entrepreneurs. *Journal of World Business*, 41(1), 6-20.
- Shaw, E., & Carter, S. (2007). Social entrepreneurship: Theoretical antecedents and empirical analysis of entrepreneurial processes and outcomes. *Journal of Small Business and Enterprise Development*, 14(3), 418-434.
- Shepherd, D. A., & Cardon, M. S. (2009). Negative emotional reactions to project failure and the Self - Compassion to learn from the experience. *Journal of Management Studies*, 46(6), 923-949.
- Shepherd, D. A., & Kuratko, D. F. (2009). The death of an innovative project: How grief recovery enhances learning. *Business Horizons*, 52(5), 451-458.
- Shepherd, D. A., Covin, J. G., & Kuratko, D. F. (2009). Project failure from corporate entrepreneurship: Managing the grief process. *Journal of Business Venturing*, 24(6), 588-600.
- Shiv, B., Loewenstein, G., & Bechara, A. (2005). The dark side of emotion in decision-making: When individuals with decreased emotional reactions make more advantageous decisions. *Cognitive Brain Research*, 23(1), 85-92.
- Short, J. C., Moss, T. W., & Lumpkin, G. T. (2009). Research in social entrepreneurship: Past contributions and future opportunities. *Strategic Entrepreneurship Journal*, 3(2), 161-194.
- Smith, A. (1976). *The theory of moral sentiments. the glasgow edition of the works and correspondence of adam smith*, vol. I. Clarendon Press, Oxford.
- Smith, A. (2010). *The theory of moral sentiments*. Penguin.

## REFERENCES

---

- Smith, B. R., & Stevens, C. E. (2010). Different types of social entrepreneurship: The role of geography and embeddedness on the measurement and scaling of social value. *Entrepreneurship and Regional Development*, 22(6), 575-598.
- Souitaris, V., Zerbini, S., & Al-Laham, A. (2007). Do entrepreneurship programmes raise entrepreneurial intention of science and engineering students? the effect of learning, inspiration and resources. *Journal of Business Venturing*, 22(4), 566-591.
- Suddaby, R. (2006). From the editors: What grounded theory is not. *Academy of Management Journal*, 49(4), 633-642.
- Sullivan Mort, G., Weerawardena, J., & Carnegie, K. (2003). Social entrepreneurship: Towards conceptualisation. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(1), 76-88.
- Sullivan, D. M. (2007). Stimulating social entrepreneurship: Can support from cities make a difference? *Academy of Management Perspectives*, 21(1), 77-78.
- Taormina, R. J., & Lao, S. K. (2007). Measuring chinese entrepreneurial motivation: Personality and environmental influences. *International Journal of Entrepreneurial Behaviour & Research*, 13(4), 200-221.
- Thomas, E., & Magilvy, J. K. (2011). Qualitative rigor or research validity in qualitative research. *Journal for Specialists in Pediatric Nursing*, 16(2), 151-155.
- Thomas, R., & Purdon, S. (1994). Telephone methods for social surveys. *Social Research Update*, 8, 1-6.
- Thorgren, S., & Wincent, J. (2013). Passion and challenging goals: Drawbacks of rushing into goal - setting processes. *Journal of Applied Social Psychology*, 43(11), 2318-2329.
- Tipu, S. A. A., & Arain, F. M. (2011). Managing success factors in entrepreneurial ventures: A behavioral approach. *International Journal of Entrepreneurial Behaviour and Research*, 17(5), 534-560.
- Torrini, R. (2005). Cross-country differences in self-employment rates: The role of institutions. *Labour Economics*, 12(5), 661-683.
- Tukamushaba, E. K., Orobica, L., & George, B. P. (2011). Development of a conceptual model to understand international social entrepreneurship and its application in the ugandan context. *Journal of International Entrepreneurship*, 9(4), 282-298.
- Ucbasaran, D., Westhead, P., & Wright, M. (2009). The extent and nature of opportunity identification by experienced entrepreneurs. *Journal of Business Venturing*, 24(2), 99-115.

## REFERENCES

---

- Ucbasaran, D., Westhead, P., Wright, M., & Flores, M. (2010). The nature of entrepreneurial experience, business failure and comparative optimism. *Journal of Business Venturing*, 25(6), 541-555.
- Venkataraman, S. (1997). The distinctive domain of entrepreneurship research: An editor's perspective. *Advances in Entrepreneurship, Firm Emergence, and Growth*, 3, 119-138.
- Weiner, B., & Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological Review*, 92(4), 548-573.
- Welpe, I. M., Spörrle, M., Grichnik, D., Michl, T., & Audretsch, D. B. (2012). Emotions and opportunities: The interplay of opportunity evaluation, fear, joy, and anger as antecedent of entrepreneurial exploitation. *Entrepreneurship Theory and Practice*, 36(1), 69-96.
- Yin, R. K. (2009). *Case study research: Design and methods*. Sage.
- Yin, R. K. (2011). *Applications of case study research*. Sage.
- Yusuf, J. (2010). Making sense of entrepreneurial outcomes measurements in the literature: Suggestions for researchers and policymakers. *Journal of Developmental Entrepreneurship*, 15(03), 325-344.
- Zacharakis, A. L., & Shepherd, D. A. (2001). The nature of information and overconfidence on venture capitalists' decision making. *Journal of Business Venturing*, 16(4), 311-332.
- Zahra, S. A., & Bogner, W. C. (2000). Technology strategy and software new ventures' performance: Exploring the moderating effect of the competitive environment. *Journal of Business Venturing*, 15(2), 135-173.
- Zahra, S. A., Rawhouser, H. N., Bhawe, N., Neubaum, D. O., & Hayton, J. C. (2008). Globalization of social entrepreneurship opportunities. *Strategic Entrepreneurship Journal*, 2(2), 117-131.
- Zahra, S., & Dess, G. G. (2001). Entrepreneurship as a field of research: Encouraging dialogue and debate. *Academy of Management Review*, 26(1), 8-10.
- Zahra, S. A., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519-532.



# Thesis papers

Due to the issues of copyright, the thesis papers will not be presented in the electronic version. However, the published papers can be accessed online.

## Published papers

### Paper I:

Title: Entrepreneurship Psychology: A Review  
Author(s): Adesuwa Omorede, Sara Thorgren and Joakim Wincent  
Status: In Press at *The International Entrepreneurship and Management Journal*  
DOI: 0.1007/s11365-014-0307-6

### Paper II:

Title: Exploration of Motivational Drivers towards Social Entrepreneurship  
Author(s): Adesuwa Omorede  
Status: Published 2014 in *The Social Enterprise Journal*, 10 (3), pp.239-267  
DOI: <http://dx.doi.org/10.1108/SEJ-03-2013-0014>

### Paper IV:

Title: Obsessive Passion, Competence, and Performance in a Project Management Context  
Author(s): Adesuwa Omorede, Sara Thorgren and Joakim Wincent  
Status: Published 2013 in the *International Journal of Project Management*, 31(6), pp.877-888.  
DOI: <http://dx.doi.org/10.1016/j.ijproman.2012.09.002>

## Unpublished paper

### Paper III:

Title: Committed to a Cause: Passionate Leader Behavior in Social Enterprising  
Author(s): Sara Thorgren and Adesuwa Omorede  
Status: Under review with an academic journal.

