ENTREPRENEURIAL AND SMALL BUSINESS STRESSORS, EXPERIENCED STRESS, AND WELL BEING

Edited by Pamela L. Perrewé, Peter D. Harms and Chu-Hsiang Chang

RESEARCH IN OCCUPATIONAL STRESS AND WELL BEING

VOLUME 18

ENTREPRENEURIAL AND SMALL BUSINESS STRESSORS, EXPERIENCED STRESS, AND WELL-BEING

RESEARCH IN OCCUPATIONAL STRESS AND WELL-BEING

Series Editors: Pamela L. Perrewé, Peter D. Harms, and Chu-Hsiang (Daisy) Chang

voiume 1.	Exploring Theoretical Mechanisms and Perspectives
Volume 2:	Historical and Current Perspectives on Stress and Health
Volume 3:	Emotional and Physiological Processes and Positive Intervention Strategies
Volume 4:	Exploring Interpersonal Dynamics
Volume 5:	Employee Health. Coping and Methodologies
Volume 6:	Exploring the Work and Non-Work Interface
Volume 7:	Current Perspectives on Job-Stress Recovery
Volume 8:	New Developments in Theoretical and Conceptual Approaches to Job Stress
Volume 9:	The Role of Individual Differences in Occupational Stress and Well-Being
Volume 10:	The Role of the Economic Crisis on Occupational Stress and Well-Being
Volume 11:	The Role of Emotion and Emotion Regulation in Job Stress and Well-Being
Volume 12:	The Role of Demographics in Occupational Stress and Well-Being
Volume 13:	Mistreatment in Organizations
Volume 14:	The Role of Leadership in Occupational Stress
Volume 15:	The Role of Power, Politics, and Influence in Occupational Stress and Well-Being
Volume 16:	Occupational Stress and Well-Being in Military Contexts

Volume 17: Examining the Role of Well-Being in the Marketing Discipline

RESEARCH IN OCCUPATIONAL STRESS AND WELL-BEING

Editorial Review Board:

Terry Beehr - Department of Psychology, University of Central Michigan, USA beehr | ta@cmich.edu

Chu-Hsiang (Daisy) Chang – Department of Psychology, Michigan State University, USA cchang@msu.edu

Yitzhak Fried – Rawls College of Business, Texas Tech University, USA yitzhak.fried@ttu.edu

Dan Ganster – Department of Management, Colorado State University, USA Dan.Ganster@business.colostate.edu

Leslie Hammer – Department of Psychology, Portland State University, USA hammerl@pdx.edu

Russ Johnson – Department of Management, Michigan State University, USA johnsonr@bus.msu.edu

John Kammeyer-Mueller – Center for HR Labor Studies, University of Minnesota, USA jkammeye@umn.edu

 $E. \ Kevin \ Kelloway - Department \ of \ Psychology, \ Saint \ Mary's \ University, \ USA \ Kevin. Kelloway@smu.ca$

Jeff LePine – Department of Management, Arizona State University, USA Jeff.LePine@asu.edu

Paul Levy – Department of Psychology, University of Akron, USA pelevy@uakron.edu

John Schaubroeck – School of Management and Department of Psychology, Michigan State University, USA schaubroeck@bus.msu.edu

Norbert Semmer – Department of Psychology, University of Berne, USA norbert.semmer@psy.unibe.ch

Sabine Sonnentag – Department of Psychology, University of Mannheim, Germany sonnentag@uni-mannheim.de

Paul Spector – Department of Psychology, University of South Florida, USA pspector@usf.edu

 $Lois\ Tetrick-Department\ of\ Psychology,\ George\ Mason\ University,\ USA\ ltetrick@gmu.edu$

Mo Wang – Department of Management, University of Florida, USA mo.wang@warrington.ufl.edu

Editors:

Pamela L. Perrewé Department of Management Florida State University, USA pperrewe@cob.fsu.edu

Peter Harms Department of Management University of Alabama, USA pdharms@cba.ua.edu

Chu-Hsiang Chang Michigan State University, USA cchang@msu.edu

RESEARCH IN OCCUPATIONAL STRESS AND WELL-BEING VOLUME 18

ENTREPRENEURIAL AND SMALL BUSINESS STRESSORS, EXPERIENCED STRESS, AND WELL-BEING

EDITED BY

PAMELA L. PERREWÉ,

Florida State University, USA

PETER D. HARMS,

The University of Alabama, USA

CHU-HSIANG CHANG.

Michigan State University, USA



United Kingdom – North America – Japan – India – Malaysia – China Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

Copyright © 2020 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-83982-397-8 (Print) ISBN: 978-1-83982-396-1 (Online) ISBN: 978-1-83982-398-5 (Epub)

ISSN: 1479-3555 (Series)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985 ISO 14001



CONTENTS

About the Contributors	ix
Overview	xiii
Chapter 1 Worker Health and Well-being in the Gig Economy: A Proposed Framework and Research Agenda Melissa G. Keith, Peter D. Harms and Alexander C. Long	1
Chapter 2 Stress Events Theory: A Theoretical Framework for Understanding Entrepreneurial Behavior Michael P. Lerman, Timothy P. Munyon and Jon C. Carr	35
Chapter 3 Stress and Well-being in Entrepreneurship: A Critical Review and Future Research Agenda Joshua V. White and Vishal K. Gupta	65
Chapter 4 More Specific than "Small": Identifying Key Factors to Account for the Heterogeneity in Stress Findings among Small Businesses Alice M. Brawley Newlin	95
Chapter 5 Struggling to Survive: Non-family Member Employees, the Family, and Stress in Family Firm Startups Frank C. Butler and John A. Martin	123
Chapter 6 Picking up the Reigns: The Crucial Role of Psychological Capital in the Transition from Long-term Unemployment to Entrepreneurship Karlijn Massar, Annika Nübold, Robert van Doorn and Karen Schelleman-Offermans	147
Chapter 7 Accruing and Leveraging Untapped and Under-developed Resources and Technologies as a Means to Manage Stress in Entrepreneurial Ventures Julie Dyrdek Broad	171
Index	197



ABOUT THE CONTRIBUTORS

Alice M. Brawley Newlin, PhD, is an Assistant Professor in the Department of Management at Gettysburg College, and an Early Career Fellow with the Work and Family Researchers Network. She earned her PhD in Industrial-Organizational Psychology at Clemson University. One of her core areas of expertise is family microbusinesses, and her recent work examines performance management systems, the work–family interface, and occupational health in this context. Her other core areas of research are on digital gig economy workers and methodological issues. Her work appears in outlets like *Journal of Organizational Behavior*, *Journal of Business and Psychology*, and *Computers in Human Behavior*.

Julie Dyrdek Broad is a George Washington University and University of North Carolina doctoral candidate, earning degrees in Organizational Sciences/ Human and Organizational Learning, and Organizational Behavior, respectively (pending Spring 2020). She is also a graduate of the Global One MBA program at the University of North Carolina (2009), and holds a Bachelor of Science in Communications, Ohio University (1992; summa cum laude). Her research is centered around Positive Organizational Behavior (POB), and Psychological Capital (PsyCap), with a specific focus on group and team, as well as leadership PsyCap. She has spoken around the world (including Harvard University and the Chinese Academy of Science in Beijing) alongside Dr Fred Luthans on the construct of PsyCap and its vast benefits in making the workplace better, while simultaneously improving well-being and performance. She has extensive experience in the application of PsyCap and its components across the Department of Defense (all components) and federal government agencies such as the Department of Homeland Security (all components, to include FEMA, U.S. Citizenship and Immigration, Transportation Security Administration, National Protection and Programs Directorate, Secret Service, and Customs and Border Patrol), as well as the Special Operations Command/Special Forces and intelligence communities.

Frank C. Butler, PhD, is a UC Foundation Associate Professor of Management at the University of Tennessee at Chattanooga (UTC) where he teaches courses such as Strategic Management (graduate and undergraduate) and Project Management. He also teaches executive education courses, classes on Managing Across Borders in Germany, and Principles of Management in China. His research interests include topics such as corporate governance, top management, and corporate social responsibility in the context of mergers and acquisitions, family firms, and downsizing firms. His research has been published in outlets such as Journal of Business Research, Journal of Management, Business Horizons, and Business & Society. He currently serves on the editorial board of

Organization Management Journal and is the Faculty Director for the Veterans Entrepreneurship Program at UTC.

Jon C. Carr (PhD, Mississippi State University) is the Jenkins Distinguished Professor of Entrepreneurship in the Poole College of Management at North Carolina State University. His research interests include micro-foundations of entrepreneurship and family business, employee creativity, and health and wellbeing of self-employed workers. He is an active consultant with technology and financial management companies, with a focus on commercialization and business model innovation. His research has appeared in Academy of Management Journal, Journal of Management, Journal of Applied Psychology, Journal of Business Venturing, Strategic Entrepreneurship Journal, Entrepreneurship Theory and Practice, and Family Business Review. He is currently Associate Editor of Family Business Review.

Robert van Doorn studied in Leiden and Nijmegen and received his PhD from VU University Amsterdam. Since 1997 he is employed as Assistant Professor or Work and Organizational Psychology at Maastricht University, Department of Work and Social Psychology. He has expertise in human movement science, human factors and wayfinding, aircraft safety and shared cognition in teams, as well as employee job and organizational commitment. His current research focuses on intervention development within organizations, using the Intervention Mapping protocol as a guide to develop, implement, and evaluate organizational and occupational (health) interventions.

Vishal K. Gupta is Associate Professor at The University of Alabama. His current research interests are in the areas of gender and upper echelons, corporate entrepreneurship, women's entrepreneurship, and corporate governance. His research has been published in prestigious journals, such as *Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, Strategic Management Journal, Journal of Management, Journal of Business Venturing, and Organization Studies*, among others. He received his PhD from University of Missouri and has been a Visiting Faculty at several b-schools internationally.

Peter D. Harms received his PhD in Psychology from the University of Illinois at Urbana-Champaign and is currently an Associate Professor of Management at the Culverhouse College of Business at the University of Alabama. His research focuses on the assessment and development of personality, leadership, and psychological well-being. He has published over 100 journal articles and was selected as one of "100 Knowledge Leaders of Tomorrow" in 2011. He currently serves on the scientific advisory board of Hogan Assessment Systems and has engaged in research partnerships with the U.S. Army, the National Aeronautics and Space Administration (NASA), and the U.S. Department of Labor.

Melissa G. Keith is an Assistant Professor of Industrial/Organizational Psychology at Bowling Green State University. She received her PhD in I/O Psychology from Purdue University in 2019. Her research interests broadly include creativity, the

About the Contributors xi

creative process, and work in the gig economy. Her interest in the gig economy emerged from work on the practical and ethical implications of Mechanical Turk published in outlets such as *Industrial and Organizational Psychology: Perspectives on Science and Practice, Frontiers in Psychology,* and *Journal of Managerial Psychology.* She is currently interested in promoting human flourishing in the gig economy.

Michael P. Lerman (PhD, University of Tennessee) is an Associate Professor of Entrepreneurship for the Debbie and Jerry Ivy College of Business at Iowa State University. His research focuses on entrepreneur stress and well-being. Specifically, his research explores stress appraisal, eudaimonic well-being, and consequences of entrepreneurial stressors. His research has appeared in *Organizational Research Methods*.

Alexander C. Long is a PhD candidate in English Literature, Theory, and Culture at Purdue University. His primary research interests include working-class studies and marginalization, with particular concern for the systemic ways in which the lower-class is exploited by big business during the era of late-capitalism. His work attempts to forge new connections by applying concepts from literary theory to other socially concerned disciplines, and it is his hope that this interdisciplinary work will yield new and creative ways of combating the exploitation and marginalization of the lower-class.

John A. Martin is Professor of Strategic Management at the Raj Soin College of Business at Wright State University in Dayton, Ohio. His research interests include corporate governance, specifically boards of directors and executive compensation, as well as international business. He also studies family businesses, reputation, and social influence in organizations, particularly political skill. His publications have appeared in *Strategic Management Journal, Journal of Business Research, and Family Business Review*, among others. In addition to his research interests, he enjoys leading study abroad programs and has facilitated trips to Australia, China, France, India, Mexico, Peru, and Poland. He earned his PhD in Strategic Management from Florida State University.

Karlijn Massar is an Assistant Professor of Applied Social Psychology at Maastricht University, Department of Work and Social Psychology. She received her PhD in 2009 at the University of Groningen (The Netherlands) and joined Maastricht University in 2010. Her interests and research are related to gender differences, interpersonal (romantic) relationships, and (maternal) health. In 2017 she received a grant from the Netherlands Organisation for Health Research and Development for the development and evaluation of interventions to improve the health of individuals with a low socio-economic position, in which psychological capital plays a central role. She is an Associate Editor for the journals *BMC Pregnancy and Childbirth* and *Current Results in Social Psychology*.

Timothy P. Munyon (PhD, Florida State University) is an Associate Professor of Management and the Ray and Joan Myatt Research Fellow at the Haslam College of Business, University of Tennessee. He is also a Co-founder and Current Managing Partner at Red Castle Human Capital, a workforce consulting

company. His current research interests include entrepreneur stress and strain, organizational politics and political skill at work, and human capital mobility. His research has appeared in outlets such as the *Journal of Management, Journal of Occupational Health Psychology, Journal of Organizational Behavior*, and *Personnel Psychology*, among others.

Annika Nübold is an Assistant Professor of Work and Organizational Psychology at Maastricht University (The Netherlands). She obtained her PhD in Work and Organizational Psychology from Bielefeld University (Germany) in 2013 before joining Maastricht University in 2014. She is particularly interested in identifying the factors that make people flourish and grow at work and has gained extant expertise in personality development and positive psychological interventions, such as mindfulness trainings. In her research, she makes use of a variety of methods, including complex experience-sampling designs paired with randomized controlled trials. She is an Editorial Board Member of *Occupational Health Science*.

Karen Schelleman-Offermans (1981) trained in Psychology (BA in 2005, MA with distinction 2007 at Maastricht University) and in Public Health (PhD in 2012, Maastricht University/CAPHRI). She currently works as a Senior Researcher at the Work and Social Psychology Department of Maastricht University. She has profound expertise regarding the etiology of risk behaviors in adolescents with a specific focus on environmental factors, health psychology, and behavioral change. In her current research, she focuses on the development and evaluation of interventions to improve the health of individuals with a low socioeconomic position.

Joshua V. White is currently pursuing his PhD in Management at The University of Alabama. His research interests are innovation and economic productivity from the perspective of entrepreneurship and strategic management. His research centers on companies and/or organizations that are experiencing great change as the result of strategic action, such as an Initial Public Offering or strategic innovation to a business model, as well as the traits of senior leaders that influence these outcomes.

OVERVIEW

Volume 18 of *Research in Occupational Stress and Well-Being* is focused on the stress and well-being related to Entrepreneurship and Small Businesses. This volume focuses on entrepreneurial and small business owners' stress, health, and well-being as it relates to personal, work, and success outcomes. The literature linking stress with entrepreneurship and small business has been somewhat scattered to date in that stress has been treated as an antecedent of decisions to create new ventures, a frequent outcome experienced by entrepreneurs and small business owners (or self-employed businesses), and a moderator of the entrepreneurial process. We attempt to resolve some of the inconsistences theoretically and to better frame future research in this important area of study.

We have seven chapters that cover topics from theory-building to context in small businesses to utilizing resources. We have divided our seven chapters into three sections. In the first section, we include three chapters that examine new theories, frameworks, and future research agendas in entrepreneurship. Our lead chapter by Keith, Harms, and Long, is an examination of employee health and well-being in the gig economy. The authors put forth an interesting framework for understanding why individuals enter gig economies. Further, they discuss characteristics that are deemed demands and resources integral to gig economies and how these characteristics affect worker health and well-being. In our second chapter, Lerman, Munyon, and Carr develop a theoretical framework for better understanding the unique characteristics of entrepreneurial stress. They develop stress events theory that is grounded in both systems theory and affective events theory that depicts how entrepreneurs react and cope to specific events. Finally, White and Gupta provide a critical review of the stress and well-being literature in entrepreneurship. They also offer great insight into future research in this area.

In the second section, we have two chapters that examine contexts, specifically, heterogeneity and non-family membership in small businesses. Brawley takes an in-depth look at contextualizing stress theories to account for heterogeneity in small businesses. She discusses how the effects of heterogeneity in small businesses affect the business owners' health and well-being. Finally, she connects her views to a wide variety of well-established stress theories. The next chapter by Butler and Martin examines another type of contextual factor in small businesses, that of non-family members versus family members. They argue that the dynamics between family and non-family members, if not managed well, will result in a negative impact on the firms' ability to perform well and to survive.

In the final section, we have chapters that examine the important role of resources in entrepreneurship. Massar, Nübold, van Doorn, and Schelleman-Offermans examine the critical role of psychological capital when transitioning from long-term employment to entrepreneurship. They discuss how unemployment has

xiv OVERVIEW

detrimental effects for health and well-being and examine current interventions aimed at assisting reemployment. Next, they explore how self-employment or entrepreneurship might be a solution to unemployment and examine the psychological variables most likely to increase the chances of entrepreneurial success. The final chapter in this volume is by Julie Broad who takes an in-depth and applied approach to managing stress in entrepreneurial ventures. She focuses on psychological capital, algorithmic leadership, and wearable technologies to enhance the likelihood that entrepreneurs can build and maintain their competitive edge.

We hope you enjoy this volume that is focused on occupational health and well-being in entrepreneurship and small businesses. We believe this volume offers critical analyses of research on stress and entrepreneurship as well new frameworks for future research.

Pamela L. Perrewé, Peter D. Harms, and Chu-Hsiang (Daisy) Chang