

**From self-employed hospitality entrepreneur to paid
employee: the motivational factors behind the transition**

by

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Attestation of Authorship

“I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements) nor material which to a substantial degree has been submitted for the qualification of any other degree or diploma of a university or other institute of higher learning”.

Signed: _____

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Dedication

I dedicate this work to my mother Sjoeke Andringa-Struiksmā, who has always taught me the importance of education and encouraged me to follow my dream. My mother had the thesaurus in a corner of her kitchen and was learning on her own. I am fortunate to be able to go to university and learn from many teachers, including fellow students. I am humbled by the opportunity.

Ethics approval

Ethics approval from Auckland University of Technology Ethics Committee (AUTECH) was granted on 4th October 2011, for a period of three years until 4 October 2014. The Ethics Application Reference number is 11/235.

Abstract

The New Zealand hospitality industry is characterised by a high rate of business start-ups and closures, especially in small and medium enterprises (Inland Revenue Department, 2011). One reason for this is that many businesses are not financially viable. There are, however, successful hospitality entrepreneurs who are leaving self-employment to return to paid employment, and this study sought to discover the motivational factors behind this transition.

Research findings are based on qualitative data gathering through in-depth interviews conducted with 16 participants through a period of four months. Participants were ex-entrepreneurs of small New Zealand hospitality businesses. The focus was on small business owners because the majority of the New Zealand hospitality industry is represented by small sized businesses (Restaurant Association of New Zealand, 2008; Statistics New Zealand, 2010) and these small businesses are vital to New Zealand's economy (Hospitality Standards Institute, 2012). The participants stated a wide range of push and pull motivational factors as the reason for their decision to return to paid employment. Using an interpretive paradigm, ten themes on influences on leaving the hospitality entrepreneurship emerged during the analysis: family, work-life imbalance, health and stress, age, planned exit, security and stability of paid employment, education, expectations of others, lack of personal and professional development during the operation, and intuition.

This research provides evidence that some entrepreneurs leave self-employment in favour of paid employment from choice rather than being forced to take this step. As many motivational push and pull factors are identified, a diagram is designed to provide a broader overview. It shows entrepreneurs from a larger perspective, and that the exit process is influenced by a combination of factors such as their personal environment, personal goals and personal beliefs, social and economic factors, and the external environment. A table is designed in which the findings of this research are compared to Maslow's hierarchy of motivational needs. Maslow's pyramid of needs is placed within external environments that influence the needs of individuals.

Chapter 1 Introduction

This chapter introduces the background of the research subject, the researcher's initial interest to this study and the research objective. It presents an overview of the different chapters of this thesis and a short summary of each chapter.

1.1 Background to the study

According to George (1990a, 1990b) three quarters of culinary arts students in the United States of America (USA) show interest in owning a hospitality operation. In comparison to the USA case, a much less portion of European students pursue entrepreneurship roles in their careers. For instance, Jenkins (2001) noted that five percent of Dutch studying hospitality management seek to own a relevant business, while seven percent of British have similar career plans. A more recent study has revealed that half of Generation Y population (born between 1978 and 1988) desire setting up their own business rather than working for others, thus showing entrepreneurial aspirations (Martin, 2005). It also seems that owning a business is for many in hospitality employment an ideal for which they strive. Departing from this presumption, this study was designed to explore why entrepreneurs who used to own a financially viable small hospitality operation, decide to leave their business and return to paid employment at a point in their career span.

The New Zealand hospitality industry is generally characterised by a high rate of business start-ups and closures, especially regarding small and medium-sized hospitality enterprises (Inland Revenue Department, 2011). Three key elements contributing to the high rate of business start-ups in the hospitality industry have been suggested: relatively small capital investment requirement, less dependency on specialist knowledge, and lower qualification barriers to entry in comparison to many of other industries (Lockyer & Morrison, 1999). Other external factors can also have an impact on the running of a business in various sectors of the industry. Restaurants in the USA, for example, have been acknowledged as being highly susceptible to size, location, competitive density, and chain affiliation (Parsa, Self, Sydnor-Busso, & Yoon, 2011). On the other hand, some internal factors, such as owner's characteristics (Parsa, Self, Njite, & King, 2005) have been discussed as contributing to the running of food and beverage outlets. A key statistic of small, independent restaurants in the USA is a cumulative failure rate of almost 60 percent in the first three years (Parsa et al., 2005). This study's focus is on the

minority of hospitality owners in New Zealand that have survived and passed the three and a half year mark of hospitality entrepreneurship but have still decided to return to paid employment.

1.2 The importance of entrepreneurship

Entrepreneurship is important for the growth, development, and well-being of economy and therefore society, as it provides employment worldwide. Kelly, Bosma and Amoros (2011) surveyed over 175,000 people in 59 countries regarding their entrepreneurship attitudes, activities and aspirations. Their findings are significant since they suggest that worldwide approximately 36 million people are expected to employ five employees over the next five years, and around 27 million entrepreneurs are predicted to employ 20 employees or more each. They further claim that some 110 million people between the ages of 18 to 64 are actively involved in starting a business, and 140 million are operating a new business not older than 3.5 years. Around the world, one in 11 adults is actively involved in entrepreneurship (Prottas, 2008). The economic importance of entrepreneurship therefore cannot be underestimated (Autio, 2005; Bradley & Roberts, 2004; Kelley et al., 2011; Minniti, Bygrave, & Autio, 2006).

1.2.1 New Zealand entrepreneurship

Small and Medium Enterprises (SMEs, which employ 19 or fewer people) are an important part of the New Zealand economy, accounting for 97 percent of all enterprises (Ministry of Economic Development, 2011b). Of those New Zealand SMEs, sixty-nine percent have no paid employees and produce some 40 percent of the economy's total output (Ministry of Economic Development, 2011b). These figures indicate that entrepreneurship is a major contributor to the economy and explains why New Zealand government is particularly dependent on it in times of recession (The New Zealand Tourism Research Institute, 2007).

1.2.2 New Zealand hospitality entrepreneurship

The hospitality industry is vital to New Zealand's economy because it employs around 126,000 people (nearly seven percent of the New Zealand workforce), working in more than 18,000 businesses (Hospitality Standards Institute, 2012). The restaurant industry employs nearly five percent (more than 70% of the hospitality industry) of the total New Zealand workforce (Restaurant Association of New Zealand, 2008) and by the end of 2005 it employed nearly 80,000 workers (The New Zealand Tourism Research

Institute, 2007). The importance of hospitality entrepreneurship to New Zealand's economy was emphasised in 2008 report of the Restaurant Association of New Zealand (RANZ). The report estimated that the restaurant industry is New Zealand's largest private sector employer, engaging 4.7 percent of the total workforce (Restaurant Association of New Zealand, 2008). Annual restaurant industry sales in 2008 showed a growth rate of 46 percent over five years, from nearly \$3,500 million to over \$5,000 million. The growth rate of the New Zealand food and beverage (F&B) sector is the result of a positive economic environment and the increase of consumers' real disposable personal income (The New Zealand Tourism Research Institute, 2007). International tourism movements generated an estimated \$9.5 billion revenue to New Zealand's economy in 2010, of which around 12 percent originated through the sales in the F&B services (Statistics New Zealand, 2010). For the year ended in February 2011, tourism statistics showed that there were more than 32 million guest nights (Ministry of Economic Development, 2011a). Based on the RANZ (2008) report, Statistics New Zealand (2010) and Ministry of Economic Development (2011a) data shows that SMEs in the hospitality industry are important to New Zealand tourism, as the sector shows consistent growth and supplies steady employment in all regions. These data demonstrate the importance of the hospitality industry to the New Zealand economy; hospitality entrepreneurs are valuable to the New Zealand hospitality industry as it depends on the proprietors for managing these operations.

1.3 Researcher's interest to this study

The researcher used to own and successfully manage a hotel-café-restaurant for 12 years in The Netherlands. After selling the business and moving to New Zealand, she remained working in the hospitality industry as an employee for many years. Concurrently, she began working as a hospitality tutor, which is still her main occupation.

While teaching hospitality students, it was observed that many described their career path objectives in a similar way. The students expected to start their career at the bottom of the career ladder, for example as a waitperson or room attendant, hoping to be promoted to a supervisory position, and then to the position of manager. Ultimately, they wanted to own their own bar, coffee shop or motel. It soon became apparent to the researcher that being 'one's own boss' was the pinnacle of an ideal career projected by the great majority of hospitality students in her class. This observation, together with

her own experience in the hospitality industry, inspired the researcher to question: ‘why do people who have reached that (so-called) pinnacle decide to return to paid employment?’

1.4 Research objective

Entrepreneurs have a pivotal role in the hospitality industry. Literature is abundant in research into the hospitality enterprises and entrepreneurship, examining both successful (e.g. Camillo, Connolly, & Kim, 2008; Walker & Brown, 2004) and unsuccessful (e.g. Parsa et al., 2005; Parsa et al., 2011; Watson & Everett, 1996) cases. It is however, relatively sparse on successful hospitality entrepreneurs that sold their business with the intention of going back to paid employment. This study aimed to help fill this gap in the relevant literature.

The objective of this study is, therefore, to identify the motivations behind the transition from hospitality self-employment to paid employment, in particular the pull rather than push factors. To eliminate businesses that were not financially viable, the participants interviewed were required to have a minimum of three and a half years of hospitality self-employment and be in paid employment at the time of interview. The criterion of a minimum of three and a half years was set to define an enterprise as an established business as it is the generally accepted measure in literature (Autio, 2005; Bosma, Jones, Autio, & Levie, 2008; Frederick et al., 2002; Kelley et al., 2011; Minniti et al., 2006). The business or businesses that the participants owned had to have been successful in the opinion of the owner. The study was not interested in bankrupt or non-financially viable businesses, and sought participants who chose to leave self-employment (pull factors), rather than being forced out (push factors).

Literature documents a number of factors stimulating one’s desire to exit hospitality entrepreneurship. Occupational stress has been claimed to be one of those factors for hospitality entrepreneurs to leave self-employment. The dichotomous nature of the hotel industry, such as fluctuating financial profits and tight margins versus the pressure to deliver quality services (Lo & Lamm, 2005) is one of the causes. Occupational stress is associated with shift work and fatigue as a result of working long hours, unpredictable shifts, heavy physical demands (e.g. manual handling of heavy loads), few and shorter breaks, and higher mental and emotional demands (Wallace, 2003). Inherent in this fast-paced environment, the competitive service industry was also been associated with high level of employee turnover (Bernhardt, Dresser, & Hatton, 2003). Low pay has also

been suggested as a contributor to this trend since work is remunerated on the basis of qualification standards which tend to be set lower in relation to other service industries like nursing and policing (Haynes & Fryer, 1999). The studies of Lo and Lamm (2005), Wallace (2003), and Bernhardt et al. (2003) refer to occupational stress amongst workers (i.e. employees), but the focus of this study is on owners (i.e. employers) in the hospitality industry because occupational stress affects all workers in the hospitality industry, not only employees.

1.5 Assumption

The assumption that underlies this study was:

- Apparently successful hospitality entrepreneurs are leaving self-employment in favour of paid employment.

1.6 Scope

The research was designed as exploratory. It involved ex-hospitality entrepreneurs as participants who were in paid employment at the time of the interview. The participants were from the Auckland region. This was due to practical purposes, (mainly financial and time limitations). However, the enterprises previously owned by the participants were located throughout New Zealand.

1.7 Overview of methodology

A qualitative research methodology was employed in this research. The research sought to understand the reasons behind the transition from hospitality entrepreneurship to paid employment. Data was collected through a set of interviews and content analysis was used to understand and examine each participant's story. To understand and explain human and social reality, theoretical perspective interpretivism was used in this study as proposed by Crotty (1998). Due to its interpretive nature, qualitative research is not conclusive and interpretation is subjective (Zhang & Wildemuth, 2009). By providing interesting and readable chapters, it allows the reader to understand the basis for the interpretation, and sufficient interpretation to allow the reader to understand the description (Patton, 2002).

1.8 Structure of the thesis

The thesis consists of eight chapters. The first chapter covers the background to the study, the relationship to the New Zealand hospitality industry, and the objective, scope

and assumption of the study. This chapter addresses the importance of entrepreneurship internationally and in New Zealand, and narrows it down further to entrepreneurship in hospitality, followed by New Zealand hospitality entrepreneurship.

Chapter 2 provides a review of literature and starts with a discussion on the definitions of entrepreneurship, self-employment and small business. These terms are closely related, so, following trends noted in previous literature (see 2.2.1), this study uses the terms interchangeably. Entrepreneurial characteristics are discussed, followed by the factors that affect the survival of entrepreneurs in New Zealand. These factors include Generation Y entrepreneurs, women entrepreneurs and work-life balance. This study focuses on the motivations of entrepreneurs who leave their business in favour of paid employment. However, entrepreneur motivations are discussed, as no literature was found discussing motivations relating to exiting hospitality entrepreneurship (except involuntarily). Reasons for business closure and research on hospitality success and failure are discussed. Chapter 2 finishes with an exploration of factors that influences decision making.

Chapter 3 explains the methodology employed in this study. The exploratory nature called for a qualitative approach and an interpretive paradigm was used. Sixteen participants (eight women and eight men) took part in this research. Each used to own at least one hospitality business. This study focused on the 52 percent of small hospitality businesses in New Zealand that employ less than 19 employees (see Whiteford & Nolan, 2007) and included contract-catering, restaurants, motels, and cafés. Interviews were digitally-recorded, transcribed and subsequently copied on to a portable media player for review. NVivo9 software was used in the analysis for placing the data into themes.

Chapter 4 presents 16 individual case records of the participants involved in this research. The case records contain the motivational factors which emerged during the analysis and provide evidence about the complex process behind the decision to make the transition from self-employment back to paid employment.

Chapter 5 contains the findings of this study, and starts with the participants' descriptions of their business successes. These are followed by the ten themes that emerged during the analysis: family, work-life imbalance, health and stress, age, planned exit, security and stability of paid employment, education, expectations of

others, lack of personal and professional development during the operation, and intuition. The motivational factors are compared to similar findings in the literature and conclusions are drawn from the comparisons.

Chapter 6 contains a reflective account of the researcher's own self-employment experience and a case record is used to present the motivational factors, which is similar to that of the 16 participants. A personal reflection on the self-employment experience and on the experience of undertaking this research is provided.

Chapter 7 provides a discussion of the central themes presented in Chapter 5. An arrangement of push and pull motivational factors relating to the ten themes is created for a visual presentation. The chapter also contains a diagram in which the factors and environmental influences are displayed in order to present entrepreneurs in a larger perspective and to show that the exit process is influenced by the personal environment, personal goals, and personal beliefs, as well as the social, economic, and external environment. The chapter presents a model in which Maslow's hierarchy of needs triangle is placed in the centre, and it finishes with the findings of this study juxtaposed with Maslow's hierarchy of needs.

Chapter 8 is the concluding chapter and recaptures the themes. The themes are compared to Maslow's (1943) hierarchy of motivational needs. Although Maslow developed the hierarchy of motivational needs in 1943, they remain valid today. A diagram is designed in which Maslow's hierarchy of needs triangular model is placed within the external factors that influence individual needs. The chapter finishes with the limitations of this study and the recommendations.

Chapter 2 Literature review

2.1 Introduction

There is a lack of empirical research on the transition from self-employment in commercial hospitality to paid employment as most researchers focus on the process of starting and running a business (e.g. Ball, 2005; Bosma et al., 2008; Dennis, 1996; Frederick & Monsen, 2009; Goulding, Baum, & Morrison, 2004; Li, 2008; Locke & Baum, 2007; Scarborough, 2011; Watson & Everett, 1996; Zapalska & Brozik, 2007; Zimmerman & Scarborough, 2005). Similarly, little research has been undertaken on the motivations behind the decisions of owner-managers of hospitality operations to sell their businesses and re-enter paid employment. The characteristics of the entrepreneurs and the motivations to enter entrepreneurship are extensively described in research-based text books and research papers (e.g. Lee-Ross & Lashley, 2009; Morrison, Rimmington, & Williams, 1999; Timmons & Spinelli, 2004). However, there is a lack of research on what motivates a person with those characteristics to eventually exit their hospitality enterprise. This gap in the research will be addressed in this study.

The literature review, therefore, concentrates on the importance of entrepreneurship in general, and the influence of the hospitality industry on the New Zealand economy. The characteristics of the entrepreneur are then discussed, followed by a review of the motivations of entrepreneurs to enter self-employment. The motivations of women are specifically included because most research is male orientated (Mallon & Cohen, 2001), and the motivations of men and women are not necessarily the same (Jennings & McDougald, 2007; Kirkwood & Tootell, 2008). So the balanced gender sample was intentional, as women account for 62 percent of the New Zealand hospitality industry compared to men at 38 percent (Whiteford & Nolan, 2007).

2.2 Defining entrepreneurship and entrepreneur

Definitions in the literature reflect the complex nature of the phenomenon of entrepreneurship (Bosma et al., 2008; Shane, Locke, & Collins, 2003). Shane and Venkataraman (2000, p. 217) defined entrepreneurship as “a process that involves the discovery, evaluation, and exploitation of opportunities to introduce new products, services, processes, ways of organizing, or markets”. Scarborough (2011, p. 3) described the entrepreneur as a person “who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying significant

opportunities and assembling the necessary resources to capitalize on them”. Both definitions suggest that entrepreneurs are seeking only financial gain. Research on entrepreneurial motivations however, has identified a range of motivations, such as a desire for independence (Kirkwood, 2009), a desire to balance work and family (Kirkwood & Tootell, 2008) and lifestyle (Goulding et al., 2004). Yet, achieving financial benefit is often regarded as the dominant motivation for entrepreneurship. This is particularly evident in developing countries where entrepreneurship is seen as the only way to make money, as there are insufficient employment opportunities (Reynolds, Bygrave, Autio, Cox, & Hay, 2002). Entrepreneurs in developed countries have been observed to have multiple motivations and are usually able to choose another form of income, such as paid employment (Autio, 2005).

This study, therefore, prefers the definition suggested by Segal, Borgia and Schoenfeld (2005, p. 42), who describe the entrepreneur more holistically, rather than focusing solely on financial motivations:

Being an entrepreneur, one who is self-employed and who starts, organizes, manages, and assumes responsibility for a business, offers a personal challenge that many individuals prefer over being an employee working for someone else.

2.2.1 Entrepreneurship, self-employment and small business proprietors

The terms ‘entrepreneurship’ and ‘self-employment’ are mainly used interchangeably in the literature as for example the definition of Segal et al. (2005), and statements by Bradley & Roberts (2004) and Montanye (2006) show. However, not all self-employed individuals can be considered as entrepreneurs, although “self-employment and entrepreneurship are linked in the popular imagination” (Bradley & Roberts, 2004, p. 38). Entrepreneurship “has become synonymous in its loosest usage to self-employment” (Montanye, 2006, p. 547). Self-employed is defined as “working for oneself as a freelance or the owner of a business rather than for an employer” (Concise Oxford English Dictionary, 2011, p. 1306). Self-employed people might be contractors, consultants, artists or service providers (Feldman & Bolino, 2000) such as restaurateurs and hoteliers.

In New Zealand, small business enterprises are defined as “businesses with 19 or fewer full-time equivalent employees” (Ministry of Women's Affairs & Ministry of Economic Development, 2008, p. 10). Most entrepreneurs or self-employed people employ fewer than 20 employees (Kelley et al., 2011) so they may also be referred to as small

business proprietors. Small business proprietors are owner-managers of local or regional businesses and employ a small number of staff (Lee-Ross & Lashley, 2009). In contrast to entrepreneurs, “small business owners operate in more stable environments characterized by more constraining properties” (Wagener, Gorgievski, & Rijsdijk, 2010, p. 1515). Most of the hospitality industry is comprised of small businesses managed by self-employed people who are often entirely dependent upon the talents and energies of the owner-managers (Buhalis, 2001; Morrison, 2002). Studies note that these owner-managers frequently lack basic management skills and formal education (Pizam & Holcomb, 2008) and often are incapable of noticing market opportunities (e.g. Morrison et al., 1999; Parsa et al., 2005). The entrepreneurs’ strengths, however, are in their personal skills and detailed knowledge of their geographical area (Morrison et al., 1999). Small “hospitality businesses can be distinguished and distanced from their corporate counterparts in that they are predominantly lifestyle in orientation, marginally profitable, and performing against financial and human resource deficiencies” (Morrison, 2002, p. 8). In this study, therefore, no differentiation was made between the self-employed, entrepreneurs, and small business proprietors, given that these terms are used interchangeably by many researchers.

2.3 Entrepreneurs’ characteristics

Studies have provided some common characteristics among entrepreneurs (e.g. Headd, 2003; Lee-Ross & Lashley, 2009; Morrison et al., 1999; Scarborough, 2011). Minniti et al. (2006, p. 24) described entrepreneurs as “alert individuals who perceive and exploit profit opportunities”. Schjoedt and Shaver (2007) indicated that entrepreneurs have an optimistic, positive attitude about the present and the future. The entrepreneurial personality is described by Scarborough (2011, pp. 4-6) as having “desire for responsibility; preference for moderate risk; confidence in their ability to succeed; desire for immediate feedback; high level of energy; future orientation; skill at organizing; and value of achievement over money”. Shane, Locke and Collins (2003) have offered a twofold categorisation of entrepreneurial personality traits: general motivations and task-specific motivations. The former includes the need for achievement, control position, vision, desire for independence, passion and drive; whereas the latter involves goal setting and self-efficacy. Timmons and Spinelli (2004, p. 250) classified desirable entrepreneurial attitudes and behaviours into the following six themes: “Commitment and determination; leadership; opportunity obsession; tolerance of risk, ambiguity, and uncertainty; creativity, self-reliance, and adaptability;

and motivation to excel”. According to Morrison (2000) entrepreneurs demonstrate intelligence and sound analytical skills to overcome the management of risks, and were all in some respect deviants from the social norms within their countries. To differing degrees entrepreneurs exhibited strong moral, work and business ethics, irrespective of their industry sector. A strong “trader’s” instinct was apparent, they were committed to life-long learning through both formal and informal mechanisms, and extensive use was made of both informal and formal networks (Morrison, 2000). Other characteristics frequently exhibited by entrepreneurs include flexibility, and tenacity (Scarborough, 2011). Research, however, on personality traits “was unable to reliably differentiate managers from entrepreneurs” (Carsrud & Brännback, 2011, p. 10) and it was found that personal traits “tend to vary as external conditions change” (Gilad & Levine, 1986, p. 45). Anybody can become an entrepreneur, regardless of age, race, country, religion, gender or character traits (Miller, Walker, & Drummond, 2007). This is consistent with Gartner’s (1988) suggestion that the trait approach for entrepreneurship should be abandoned. Therefore, this data demonstrates that entrepreneurs possess many combinations of different traits, and that no set of characteristics can predict whether a person will become an entrepreneur, nor if he or she will succeed as an entrepreneur.

2.4 Factors that affect entrepreneurs

The following factors that affect entrepreneurs are discussed in this part of the chapter: economic climate, employment status, generation Y, and educational level. Women entrepreneurs and work-life balance have been given a separate section in this chapter because of their particular importance to this thesis.

Nascent entrepreneurs are pulled into business by the perception of a favourable economic climate which offers opportunities for personal gain and pushed into self-employment by continuing unemployment (Gilad & Levine, 1986). The long-term unemployment factor was claimed to be connected to the depletion of personal savings, according to Gilad and Levine (1986). They further indicated that guaranteed employment has a detrimental impact on the formation of new businesses, and that job dissatisfaction and career setback push individuals into business activities.

Tremblay, Audet and Gasse (2009) studied young students and potential entrepreneurs from Generation Y and found that they value a good work-life balance and respect differences between individuals more than the previous generation of entrepreneurs did. In addition, members of Generation Y are more environmentally conscious than

previous generations and they show stronger interest in integrating social concerns into their projects right from the start (Tremblay et al., 2009). Members of Generation Y are three times more willing to start their own business upon graduation (27 percent), compared to the Baby Boomers (9 percent). Members of Generation Y start their businesses very early, and if they fail they learn from the experience and move forward. The study of Tremblay et al. (2009) however, takes into account the youthful inexperience and ambition of Generation Y members, and it confirms the findings of Cassar (2010) which show that nascent entrepreneurs on average have a magnitude of over-optimism of 33 percent. As a consequence, high expectations might increase the numbers of aspiring and nascent entrepreneurs. This study recommends that stakeholders consider caution when investing in a business venture instigated by young entrepreneurs. Even with a robust business plan, the numbers for financial expectations are most likely over-optimistic. The differences in values between generations also indicate that perceptions about entrepreneurship are not fixed, but evolving.

2.4.1 Female entrepreneurs

In New Zealand, men are more likely to be entrepreneurs than women (Frederick et al., 2002) and this is consistent with the global representation. Entrepreneurship is important for the economic health of a country, so preventing women from becoming entrepreneurs means that valuable resources are lost. “Women can enter entrepreneurship for many of the same reasons as men: to support themselves and their families, to enrich their lives with careers and financial independence and so on” (Kelley et al., 2011, p. 34). However, empirical research has shown that women may have some other motivations for entering self-employment. Among those women-specific motivations were these three revealed by Paterson and Mavin (2009): to (re)gain control and independence, dissatisfaction with male domination in their past employment, and personal and domestic circumstances.

Minniti, Bygrave and Audio (2006) claim that in no country are women more active in starting and owning businesses than men. In middle income countries, however, the gender gap is smaller than in high income countries, due to the necessity-driven economy in middle income countries and the support available in high income countries, such as childcare and healthcare (Minniti et al., 2006). When discussing motivational factors in regard to entrepreneurship, therefore, it is important to note that

the factors are dependent on socioeconomic variables which vary among countries (Hessels, van Gelderen, & Thurik, 2008).

2.4.2 Work-life balance

Work-life or work-family balance is another factor that has been identified as having an impact on entrepreneurship. “Work-life balance is about effectively managing the juggling act between paid work and other activities that are important to us – including spending time with family, taking part in sport and recreation, volunteering or undertaking further studies” (Ministry of Business Innovation and Employment, 2012, para. 1). Research on work-life balance have conveyed the impression that it is for employees (e.g. Hudson, 2005; Ministry of Business Innovation and Employment, 2012) and seems to ignore the fact that it is also important for entrepreneurs. Despite the importance of work-life balance it is surprising that there is little advice on work-life balance in entrepreneurship studies, as it is not only important for the entrepreneur, family, and friends, but also the economy. To stay motivated, entrepreneurs need to make sure that they have a good work-life balance, otherwise they become fatigued and the motivation to own a successful business diminishes.

The benefits of a good work-life balance are: good health; good quality of life; time with friends and family; and time to do sports and hobbies (Department of Labour, 2011). It might be considered an advantage for a self-employed person to be their own boss, because it means they are able to make changes in their work schedule. However, in many hospitality operations this does not happen because of the immense time commitment required, resulting in work-life imbalance (Camillo et al., 2008; Parsa et al., 2005; Parsa et al., 2011). The symptoms for work-life imbalance are similar among entrepreneurs and employees. Some of those signs employees exhibit of not effectively managing their life are working long hours, taking work home, taking a laptop to bed, and taking the cell phone to bed, even on holidays (Careers New Zealand, 2011), stress and absenteeism, and low output (Department of Labour, 2011).

The Ministry of Business, Innovation and Employment (2012) encourages people to maintain work-life balance by sitting down with family and discussing the values in life which are important to all family members, and then creating a set of well-defined rules whereby those values are considered. The governments of New Zealand and many other countries have created legislations to maintain and sustain an employee’s work-life balance. Paid parental leave and annual holidays are two examples of such legislations

set up by governments. The benefits of optimum work-life balance policies and practices for employees in a business are: obtaining and retaining the right staff; receiving the best from staff; being an ‘employer of choice’; and improving productivity (Ministry of Business Innovation and Employment, 2012). However, entrepreneurs are required to find their own solutions to their work-life balance. Kirkwood and Tootell (2008) conclude that entrepreneurship is not the answer to achieving work-family balance. They imply that some strategies employed by entrepreneurs to achieve a good work-life balance are physical activity, stress reduction, reduction of community involvement, increasing social support and role manipulation (role elimination, reduction and sharing). A role elimination selected by a large number of female entrepreneurs (ten women versus two men) was not to have children (Kirkwood & Tootell, 2008).

2.4.2.1 Women and work-life balance

Women entrepreneurs experience greater levels of work-family conflict than men (Kirkwood, 2004; Kirkwood & Tootell, 2008). By delaying the start of the enterprise or the expansion of the business, women entrepreneurs exhibit a coping strategy by the maintenance of work-life balance (Jennings & McDougald, 2007). Women business owners are also likely to experience greater work-family conflict. These observations have been accounted for the tendency in women owned businesses to be smaller than that of men owned (Jennings & McDougald, 2007). Women entrepreneurs in particular have been reported as struggling to manage their business with a family and although there is some flexibility in where and when to work, the workload does not reduce (Kirkwood & Tootell, 2008). In addition, research have shown that women receive less assistance from their spouses in the entrepreneurial venture than they provide to them (Jennings & McDougald, 2007). In summary, achieving work-life balance for female entrepreneurs is more of a challenge that needs conscious action and decision making in order to cope with the multiplied responsibilities assumed at work, with family, friends and other interests.

2.5 Entrepreneur motivations

Motivation is what makes “people tick” (Miller et al., 2007, p. 103) and “energizes, directs, and sustains action.” (Locke & Baum, 2007, p. 93). Motivation refers to “why people decide to do something” (Dörnyei, 2001, p. 8) and “concerns the why of actions” (Ryan & Deci, 2000, p. 54). It is the driving force by which humans achieve goals

(King, 1997) and is based on reasoning that relies on a relationship between cause and effect. People pursue outcomes that are achievable, feasible and desirable. Ankli and Palliam (2012, p. 7) divide motivation into two categories: intrinsic and extrinsic motivation, and state that:

Intrinsic motivation is the spontaneous satisfaction individuals derive from the activity itself. Extrinsic motivation, in contrast, requires tangible or verbal rewards. Satisfaction is not a result of the activity itself, but rather from the extrinsic consequences to which the activity leads.

“Humans are able to think about possible future outcomes, decide which of these are most desirable, and whether it is feasible to pursue attaining these outcomes” (Segal et al., 2005, p. 44). Entrepreneurs are often “capable of changing goals, motives, and goal-specific intentions [which] is a way for people to adjust to changing situations” (Carsrud & Brännback, 2011, p. 16). According to Locke and Baum (2007), the entrepreneur is the most direct cause of entrepreneurship. This means that an entrepreneur who is instigating the business needs to be motivated to start and retain the business and he or she is the most important factor in that process. The desire to create, build, or buy a business is the beginning of the first step towards the entrepreneurial goal. This vision or idea is part of the motivational aspect. Motivations to start a business identified by Feldman and Bolino (2000, p. 58) are:

greater control over my life; use my skills and abilities, live where/how I like; greater ability to be creative, like the challenge; had some good ideas for a business; earn lots of money; gain more respect/recognition; reached a career plateau in my last job; avoid workplace discrimination; retired from my last job.

As noted, entrepreneurial success is not just based on tangible financial rewards, although monetary achievement is an essential motivator for many. Status and respect within a community, success in achieving a personal ambition, and the social benefits of autonomy (Morrison et al., 1999) are some intangible motivators.

Although several motivational factors have been mentioned, there are more reasons for being self-employed. Lifestyle motivation was a recurrent variable examined in the empirical research of small hospitality businesses (e.g. Goulding et al., 2004; Morrison, 2002, 2006; Morrison & Teixeira, 2004; Thyne & Laws, 2004; Tucker & Lynch, 2004). Getting away from city life, avoiding the ‘rat race’ (Morrison, 2002), being able to live in a preferred location (Morrison, Carlsen, & Weber, 2008), balancing work/life and having family quality time (Getz, Carlsen, & Morrison, 2004), are other lifestyle

reasons. The data in Table 2.1 present a variety of additional motivations of bed and breakfast (B&B) and vacation home owner-managers.

Table 2.1: Mean analysis of motives of B&B and vacation home owner-managers

Motives	Note: 1=strongly disagree, 4=strongly agree		
	B&B	Vacation homes	Both
Importance of sales	2.93	3.19	3.34
Additional income	3.02	2.62	2.56
Simple way of earning money	2.21	2.47	2.52
Meeting new and interesting people	3.70	2.45	3.36
Joy and fun	3.74	2.99	3.60
Otherwise I am bored	2.49	1.59	2.06
No empty house, flat or room	3.13	3.07	3.08
To contribute personal skills	2.95	2.57	3.30
To test as business idea	2.00	2.14	2.66
Tradition	2.61	1.88	2.22
Opportunity to combine business and family or hobbies (lifestyle)	3.26	3.17	3.16
No other jobs available	1.62	1.53	1.96

Source: (Schuckert, Peters, & Fessler, 2008, p. 33)

2.5.1 Motivational push and pull factors

Carsrud and Brännback (2011) suggest that motivational theories can be divided into two: drive theories and incentive theories. Drive theories imply the presence of an internal stimulus, such as hunger or fear, driving the person to reduce the tension. Incentive theories give importance to motivational pull. “Push factors are characterised by personal or external factors (including a marriage break-up, or being passed over for promotion) and often have negative connotations” (Kirkwood, 2009, p. 346), whereas pull theory suggests that “individuals are attracted into entrepreneurial activities seeking independence, self-fulfilment, wealth, and other desirable outcomes” (Segal et al., 2005, p. 44). The focus on the final destination, such as a sense of achievement, is the stimulus that pulls the entrepreneur into action. Carsrud and Brännback (2011) conclude that the push factors dominate in drive theories, whereas the pull factors dominate in incentive theories. Motives to start a firm can be classified as opportunity or necessity motives and are related to pull and push factors (Hessels et al., 2008). Cromie and Hayes (1991) also suggest that job dissatisfaction is a factor that pushes a person into

entrepreneurship, while “the feeling of freedom that business ownership brings was a source of deep satisfaction” and the “desire for autonomy and control over one’s life” are identified as factors that pull a person into entrepreneurship (Cromie & Hayes, 1991, pp. 21-22). Schjoedt and Shaver’s (2007) study suggests that no relationship was found between life satisfaction, a pull factor, and an entrepreneurial career. However, there was a strong against a correlation between pre-entrepreneurial low job satisfaction, which pushes individuals towards entrepreneurship. Schjoedt and Shaver (2007) point out the time difference in which the studies were performed and that most research “addressing the push and pull hypotheses is pre-Internet and pre-World Wide Web; some even predates the personal computer” (Schjoedt & Shaver, 2007, p. 747). As a result of the widespread use of the Internet, the barriers to business entry have lowered, according to Schjoedt and Shaver (2007). They further believe that the idea of a lifetime job with a corporation is diminishing and employees need to manage their own careers. With lower barriers, therefore, the effects of the push and pull factors described here are likely to have decreased.

2.5.1.1 Motivational push and pull factors in entrepreneurship

Kirkwood (2009) identifies five pull and four push factors of entrepreneurial motivation. The five pull factors are: a desire for independence, money, challenge/achievement, opportunity, and lifestyle. The four push factors are: job dissatisfaction, the changing world of work, being helped by employer, and having children (for those participants with children) (Kirkwood, 2009). The desire for independence, including descriptions such as autonomy and greater control over one’s life, is often identified as the strongest motivation (Cassar, 2007; Hessels et al., 2008). Although Kirkwood’s findings repeat previous factors, the desire for independence for women is a larger pull into entrepreneurship than for men (in individualistic societies). Monetary motivation is the second most widespread pull factor and confirms prior studies that other factors are more important than money (e.g. McElwee & Al-Riyami, 2003; Schuckert et al., 2008). The last three pull factors are identified by Kirkwood (2009) as being less important. These push and pull motivators are presented in Table 2.2. Data in Table 2.2 indicate that push factors are slightly more common than pull factors for both genders, with job dissatisfaction in particular most important for men (Kirkwood, 2009). The greatest difference between men and women in terms of motivation was the push factor of children (of those participants with children). Men indicated a 22 percent importance, compared to 75 percent of women. This confirms

results from the study of Jennings and McDougald (2007), Kirkwood (2004), and Kirkwood and Tootell (2008), who suggest that female business owners are likely to experience greater work-family conflict than their male counterparts.

Table 2.2: Push and pull motivators in entrepreneurship

	Men (n=47)		Women (n=28)	
<i>Pull factors</i>	n	%	n	%
Independence	16	33	14	50
Money	13	27	6	21
Challenge/achievement	7	15	1	4
Saw opportunity	5	10	0	
Lifestyle	4	8	4	14
Total pull incidences	45		25	
<i>Push factors</i>				
Job dissatisfaction	23	48	9	32
Changing world of work	13	27	5	18
Helped by employer	8	17	5	18
Children (of those participants with children)	9/41	22	10/15	75
Total Push incidences	53		29	

Note: For most participants more than one motivating factor was apparent.

Source: (Kirkwood, 2009, p. 352)

Lynch's (1998) study on female micro-entrepreneurs in the host family sector indicates that financial reasons were the main motivator for 43 percent of the women involved, followed by 'something to do with my spare time' (27 percent). Lynch (1998) identified the key importance of family life cycle events, such as bereavement, retirement, children leaving home, and having young children. These events were all identified as push factors and draw attention to the fact that women's motivation for self-employment is often combined with their family role as wife and mother. Other push factors identified by Lynch were social isolation (living alone or not) and previous business experience. Lynch further identified pull factors that might be specific to the host family sector, especially for those with children. These pull factors were educational benefits, meeting interesting travellers, creative skills (such as cooking meals for the guests) and having a business training ground. Women indicate their role as spouse and parent as a motivational factor more often than men and this is consistent with the study of Kirkwood (2004), who pointed out that 75 percent of women compared to 22 percent of men were motivated by their children.

2.6 Reason for closure: failure or other reasons?

Watson and Everett (1996) believe there is a misconception about what defines small business failure while Bosma et al., (2008) claim it is a fallacy that new businesses in particular have a high failure rate. Statistics show that small businesses have the highest percentage of closure in their first year, followed by the second and third year, with respectively 25.2, 17.9 and 15 percent (Headd & Kirchhoff, 2009). In contrast, Knaup (2005) found a more consistent yearly decline; for example, in the leisure and hospitality sector the closure rates are 18.8, 19.9, 17.5 and 18.4 percent from first to fourth year. The reasons for closure are, therefore, important. Research by Watson and Everett (1996) shows that the classification of ‘discontinuance of ownership’ results in a much higher percentage of failure than the definition ‘bankruptcy’. The ‘discontinuance of ownership’ includes all business sales, and not just the 3.4 percent of bankruptcy in the data collection of 5,196 small business start-ups in Australia. The reasons that might indicate success, failure or semi-failure are: to continue businesses (51.1 percent); to realise profit (17.6 percent); to avoid further losses (8 percent); unknown (6.3 percent); other - not failed (5.3 percent); “did not make a go of it” (5.1 percent); retirement or ill health (2.4 percent); and other - failed (0.7 percent) (Watson & Everett, 1996, p. 53). More information is required in order to draw conclusions as to whether the business closure is due to failure or other reasons. In addition, media announcements need to be viewed with some caution, as they might sensationalise reporting to increase viewers or readership (Budge, Irvine, & Smith, 2008).

2.6.1 Hospitality success or failure research

Although individually small sized hospitality operations might appear insignificant, nationally and internationally they collectively provide a critical mass of importance (Morrison, 2002). Traditional dominance of small operations “can be derived from the marketplace, where demand is highly segmented and often best satisfied by a wide range of small businesses offering a variety of geographic locations, quality ranges, physical facilities, and specialist interests to niche markets” (Morrison, 2002, p. 3). Three key factors have been identified that contribute to low entry barriers to the hospitality industry: minimal capital investment is required, specialist knowledge is not needed, and the “qualification barriers to entry are low in comparison to many other industries” (p. 4). Similarly, the hospitality industry in New Zealand is generally

characterised by a high rate of business start-ups and closures (Inland Revenue Department, 2011).

2.7 Factors that influence motivation and decision making

Whether it is in business or normal life, every day and every minute, people are overwhelmed with decision making, large and small. Just to give a few examples: the moment a person wakes up, the decision needs to be made whether they want to turn off the alarm clock, want to get up, want breakfast and if so, what they want for breakfast, if they want to go to work, and when and how they will go to work. They also have to decide if they want to buy a house or rent an apartment, if they want to go to the gym or read a book and if so, what kind of book. People make personal decisions, financial decisions, medical decisions, career decisions, health decisions, and political decisions. There are simple choices and there are complex choices that need investigation into the options available before a decision can be made, and behind each choice is a motivation or several motivations.

Some of the factors that influence decision making are: belief in personal relevance (Acevedo & Krueger, 2004), cognitive biases (Stanovich & West, 2008), socioeconomic status, individual differences (de Bruin, Parker, & Fischhoff, 2007), past experiences (Jullisson, Karlsson, & Garling, 2005), and levels of satisfaction or regret (Gilbert & Ebert, 2002). If people have a positive experience they tend to decide in a similar way, but if they have a negative experience they tend to renegotiate to avoid a similar occurrence (Sagi & Friedland, 2007) and this might not be the best decision.

People will make decisions if they believe the outcome is important and relevant to them, for example, voting at an election (Acevedo & Krueger, 2004) or, like the participants in this study, deciding to sell a hospitality enterprise. If people do not expect their decision will have any impact, they most likely will not take any action. The decision to leave self-employment is directly related to them and might improve their own and their family's lives.

Cognitive biases are thinking patterns based on generalisations and observations that may lead to inaccurate judgments, faulty logic, and memory errors (Stanovich & West, 2008). The over dependence on prior knowledge (Stanovich & West, 2008) might have an impact on the business, as some people think their skills are sufficient to manage a

hospitality operation, but discover later that they lack crucial management or leadership skills.

Socio economic status and individual difference have an influence on decision making (de Bruin et al., 2007). Therefore, the socio economic status of people might have an effect on their decision to exit entrepreneurship. Being able to, for example, recognise social norms and being under or over confident are individual differences between people, and might have an effect on the decision to return to paid employment.

Past experience (Jullisson et al., 2005) has an influence on people's decision making. The experience of paid employment prior to self-employment for example, might make it easier for participants to return to paid employment. A social network has been created during their paid employment and they might be able to use this network when searching for paid employment.

Levels of satisfaction or regret (Gilbert & Ebert, 2002) might have an influence on the people's decision making. Personal satisfaction with the business might make it hard to sell, and while the regret over losing money (prior losses) and the satisfaction (prior gains) might influence the decision making, they either slow down or speed up the process of exiting entrepreneurship.

Positive and negative experiences (Sagi & Friedland, 2007) influence the decision making of people. Positive experiences might mean that people remain in their business longer and negative experiences might result in an accelerated exit. The negative experiences might remain to negatively influence people even when they have left the operation, by (for example) lack of confidence and feelings of failure.

In addition, de Charms (1986, p. 273) posits:

When a man perceives his behaviour as stemming from his own choice he will cherish that behaviour and its results; when he perceives his behaviour as stemming from the dictates of external forces, that behaviour and its results, although identical in other respects to the behaviour of his choosing, will be devaluated.

People prefer to make their own decisions and will be more satisfied with their own choices (Botti & Iyengar, 2004). People who feel pushed might feel they have had no choice, while people who are pulled have made the decision voluntarily. An explanation for this phenomenon might be that it empowers decision makers when they are responsible for the decisions made, even if they are negative ones. De Charms (1986, p.

274) claims that people are “constantly struggling, being confined and constrained by external forces – against being moved about like a pawn into situations not of [their] own choosing”.

Many models in decision making have been designed in many different fields, particular in marketing (consumer behaviour). However, no model has been found that contains one person and the multitude of factors that motivate and influences this person in the decision making process. This is most likely because the possibilities that influence a person are multitudinous and will not fit into one model. Therefore, a model of possible influences on managers' decisions when they are confronted by ethical dilemmas (Bommer, Gratto, Gravander, & Tuttle, 1987) has been used as an example of the complex nature of decision making.

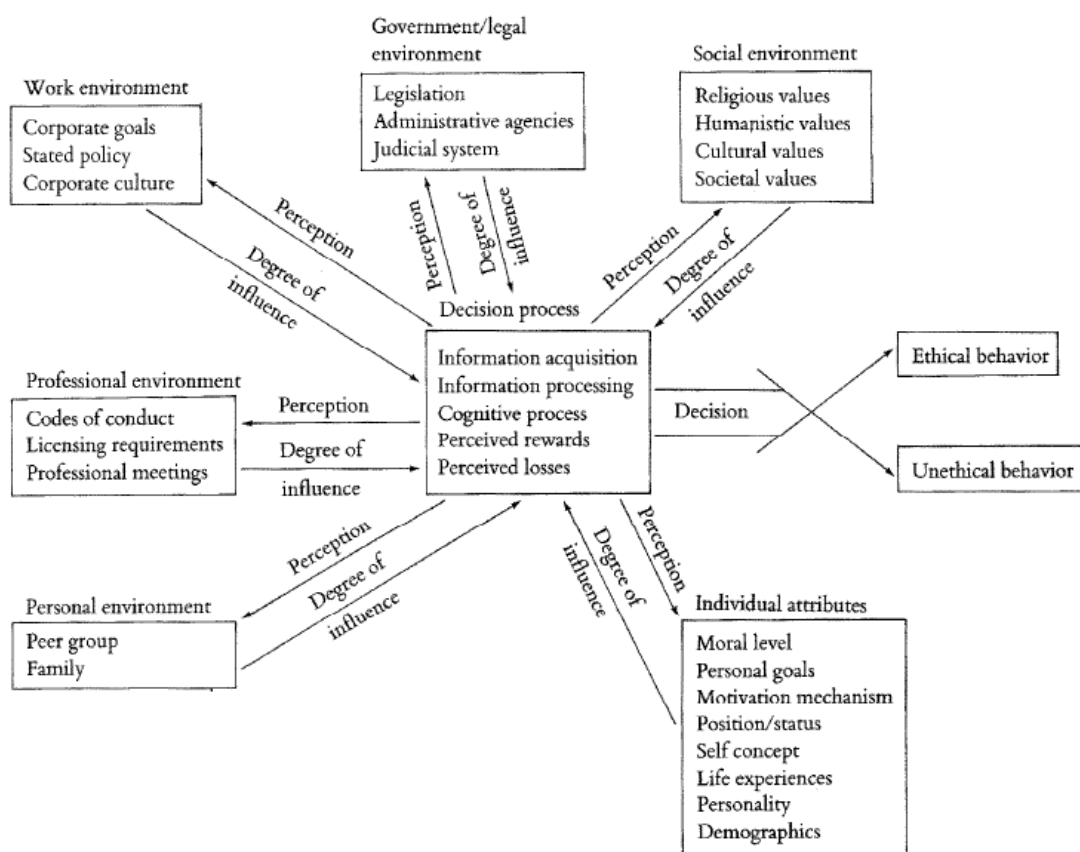


Figure 2.1: A behavioral model of ethical/unethical decision making

Source: (Bommer et al., 1987)

Many factors have an effect on the decisions managers make (Bommer et al., 1987). These factors (in Figure 2.1) are work environment, professional environment, personal environment, individual attributes, social environment and government/legal environment. However, many factors in Figure 2.1 are not included, most likely because there are too many. For example, the natural environment is not included. The effects of

an earthquake or a volcanic eruption can bring havoc into a workplace and change the relationship between the different environments. For instance, human immunodeficiency virus (HIV), bird flu, and severe acute respiratory syndrome (SARS) have been proven to have a great effect on personal and business life. The effects of a full moon on people's mood and sun flares on long distance radio signals are just a few more examples of environments that people have no control over, and most likely never will. Human-made disasters such as those on September 11, 2001, in which the twin towers in New York were destroyed, had a significant impact on the global stock markets and people's personal lives. Although some people like to have a feeling of control and try very hard to control their lives, often they are not in control simply because it is not possible. People make decisions when they can or because they have to make changes.

2.8 Conclusion

This study has found an abundance of research into the importance of entrepreneurship, entrepreneurial traits and characteristics, and entrepreneurial motivations, some of which have been outlined in this literature review. Furthermore, research into hospitality entrepreneurial motivations by (for example) Getz and Carlson (2000), Kirkwood (2009), Lynch (1998), and Morrison (2000) has been found. However, research into the motivation(s) behind the decision to exit hospitality entrepreneurship and move into paid employment has not been found, in particular the motivation that inspired self-employed hospitality owners to choose (pulled), rather than be forced (pushed), to make the transition to paid employment. This would suggest that only pull factors should be considered. The literature does not however, provide a clear demarcation between the push and pull factors in motivation. Most of the factors are interconnected and if asked, participants might identify both push and pull motivations.

There is evidence that over half small-to-medium-sized businesses close in the first three years (Headd & Kirchhoff, 2009). This might be the result of the over-optimism of nascent entrepreneurs (Cassar, 2010; Tremblay et al., 2009) and unrealistic expectations of achieving work-family balance during entrepreneurship (Kirkwood & Tootell, 2008). As people have various motivations for becoming entrepreneurs (Clarke & Holt, 2009; Kirkwood, 2009; Kirkwood & Walton, 2009; Schjoedt & Shaver, 2007; Segal et al., 2005), so will those becoming ex-entrepreneurs have various motivations. This study, therefore, aims to examine the motivations of ex-entrepreneurs to transit from self-

employment to paid employment, thereby contributing towards filling the gap identified in the literature regarding pull factors.

Chapter 3 Methodology

3.1 Introduction

This chapter provides the outline of the research methodology used in this exploratory study, beginning with an overview of the study, along with the description and focus of the research topic and the research question. Then the theoretical paradigm used in this study is discussed and justification is given for the selection of the interpretivist approach. The procedures and issues regarding the data collection are provided, along with information on the background of the 16 people that participated in this study. The chapter finishes with the ethical considerations of the study.

3.2 Overview of the study

This study explores the motivations behind the transition of 16 individuals from being self-employed hospitality entrepreneurs to being paid employees. The aim of this study is to collect data and learn from the participants through open ended questions, because the literature has yielded little information about the hospitality entrepreneur who chooses to make the transition back to paid employment. “Qualitative research is best suited to address a research question in which you do not know the variables and need to explore” (Creswell, 2012, p. 16). Therefore, it was decided that a qualitative approach was most appropriate for this exploratory study.

3.2.1 Research question

The following research question is the central focus of this study: What are the motivations behind the transition from hospitality self-employment to a return to paid employment? The aim is to uncover the motivational pull factors rather than the motivational push factors, thereby filling the gap identified in the literature. It is anticipated that the descriptive accounts from the participants will bring insights as to why entrepreneurs chose (pulled) to leave hospitality entrepreneurship in favour of paid employment. By answering this research question, this study aims to contribute towards filling the gap identified in the literature.

3.3 Qualitative research

A qualitative research methodology was employed to help gain insight into the nature of hospitality ex-entrepreneurs and to answer the research question. Creswell (1998, p. 15) describes qualitative research as:

an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of informants, and conducts the study in a natural setting.

Only human beings cognise the world in ways leading to the creation and use of natural languages (Tomasello & Rakoczy, 2003). According to Myers (2009), the one thing that distinguishes humans from other animals is their ability to verbalise their thoughts. This might be, but is not limited to, through talking and writing, and it enables a researcher to gain an insight into what the person is thinking. “In all cases, these qualitative data can help us to understand people, their motivations and actions, and the broader context within which they work and live” (Myers, 2009, p. 8). They can help researchers understand the social and cultural contexts within which people live (Denzin & Lincoln, 2011). Qualitative researchers aim to gather an in-depth understanding of human behaviour and the factors that influence such behaviour, consequently there is a need for smaller but more focused samples (Patton, 2002) rather than large random samples.

3.4 Interpretivism

Positivism and interpretivism are two contrasting epistemological perspectives. Broadly speaking, positivism “is an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality and beyond” (Bryman & Bell, 2007, p. 16). The researcher maintains an independent stance from the subject under investigation. The positivist researcher is capable of studying the social world without influencing it. Interpretivism, on the other hand, can be seen as an epistemological position “predicated upon the view that a strategy is required that respects the differences between people and the objects of the natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action” (Bryman & Bell, 2007, p. 19). The researcher does not stand aloof, observing the world, but tries to minimise the distance between him or herself and the subject under investigation. Knowledge can be gained only by being involved in a participative enquiry. “As such, as researchers, we must participate in the research process with our subjects to ensure we are producing knowledge that is reflective of their reality” (Denzin & Lincoln, 2011, p. 103).

The researcher of this study holds the interpretivist view and agrees with Preissle (2006, p. 691), who claims that we “are studying ourselves and others”. According to Guba and

Lincoln (1994), the researcher cannot separate him or herself from what he or she knows. The researcher and the subject being researched are linked so that who we are and how we understand the world is a central part of how we understand others and the world (Guba & Lincoln, 1994).

This study uses the philosophical perception of an interpretivist because it aims to present hospitality ex-entrepreneurs' views, particularly the views that relate to the motivations for leaving self-employment. Interpretivism "emerged in contradistinction to positivism in attempts to understand and explain human and social reality" (Crotty, 1998, p. 66) so it is most suitable to answer the research question of this study. Interpretivism is less concerned with the facts, but is interested in how, in this research, participants experienced self-employment and what motivated them to exit and initiate the return to paid employment. The narratives communicated by the participants are their points of view seen through their 'lens', of how they perceived the experience from self-employment to paid employment. Another person with the same background might perceive the experience differently. Since it is necessary to analyse the information communicated by the participants during all the stages of the process, it is helpful to have the researcher of this study as the other 'lens' in the co-creation of the subject being researched. However, the opinion or feelings of the researcher have to be as objective as possible, although this is never completely possible because the researcher will still be influenced by his or her own background (i.e. gender, culture, experiences), and therefore interpret data through that lens.

What people know is negotiated within the cultural and social settings and takes other people into consideration (Lincoln, Lynham, & Guba, 2011). This study suggests that all people's behaviours and choices are the result of gender, culture, religion, class, experiences, and many other influences, but ultimately people's thinking. Therefore, all humans are considered unique; no two people think alike and both the researcher and the participant view the world in a different way. Although facts might be established (Myers, 2009), these facts might be different for others in a different place, time, or event. Researchers should be aware of themselves and the participant as unique individuals and of the relationship between them. The social world is recreated every minute, but often becomes more apparent over time (Denzin & Lincoln, 2011). Hospitality aspects that have changed over time are (for example) etiquette, food trends, popularity of restaurants, music, and interior design. Changes are, however, occurring in all social aspects of life.

In this study the researcher is interested in the motivations of the self-employed hospitality entrepreneurs who decide to go back into paid employment. Of interest is the cause-and-effect of the transition and the meaning participants will convey during the interviews. Each 'new' participant will add another perspective to help answer the research question. Although there might be a possibility of making a generalisation to a larger population, this is not the intention of this study.

3.5 Data collection

As this research was exploratory, it was deemed appropriate to allow participants to determine their own answers to open-ended questions rather than presenting them with questionnaires with answers supplied by the researcher. This helped achieve a richness and depth of understanding because interviews were able to change in response to the participants' answers.

3.5.1 Interviews

Interviews were selected as the method of data collection. In qualitative research, interviews are a data gathering technique that involves questioning participants (Myers, 2009). Interviews are the most widely employed data collection method in qualitative research (Bryman & Bell, 2007). Through in-depth qualitative interviewing, "researchers explore in detail the experiences, motives, and opinions of others and learn to see the world from perspectives other than their own" (Rubin & Rubin, 2012, p. 3).

Interviews were planned to be semi-structured in order to collect in-depth responses. However, the majority of the interviews became unstructured during the process, as participants provided answers that gave insights not expected by the researcher. So, rather than "focus more narrowly on the planned items that speak to the research question" (Rubin & Rubin, 2012, p. 31) (i.e. semi-structured interviews), the researcher let the participants guide the interview and ascertain what was important for them. This resulted in several unexpected angles on the motivations of participants who exit self-employment. Only a few participants just waited for the next question, did not elaborate extensively, or take it in a direction that was not anticipated. In both semi-structured and unstructured interviews, questions were prepared but not asked in sequence. They were a guide to keep track of what might be asked and to indicate what the participant had not yet discussed in the interview. The researcher was able (in both semi-structured and unstructured interviews) to ask further questions in response to a significant response by

the participant. This method can also be described as an ‘oral history interview’. Oral history interviews are semi-structured and unstructured interviews in which the respondents are asked to recall an event of their past and to reflect on it (Bryman & Bell, 2007). Participants were encouraged to narrate their stories rather than simply answer questions so that they could contribute rich data.

Notes were not taken during the interviews, except for the initial introduction questions (see Appendix 3). This was done so eye contact could be maintained with the participant, rather than losing focus by concentrating on writing. Also, it might be perceived by participants as uncourteous, giving the impression that the interviewer was not completely focused on what was being said. Immediately after the interview when the participants had departed, notes were made about what was significant in the interview and what had stood out. Many participants were initially communicating positive factors, but at a later stage in the interview they confessed to tough periods in self-employment. A notebook was used to record ideas, and this stayed with the researcher over the nine months of the study. While listening to the recordings, reading the transcriptions or just capturing an idea, thoughts were documented in the notebook. This assisted with the analysis of interviews and added to the list of factors that motivated participants to exit self-employment.

3.5.2 Narratives

“A *narrative* is a telling of what an individual believes occurred. The narrative may not be perfect – the speaker may leave something out – but he or she tries to stay as close to the facts as possible (Rubin & Rubin, 2012, p. 97). Stories are “the shortest way from experience to knowledge” according to Johansson (2004, p. 273). The relationship between some of the participants and the interviewer of this study changed from interviewee and interviewer to narrator and listener. It sometimes required a shift from a semi-structured to an unstructured interview, especially when the participant, (now narrator) was ‘on-a-roll’, meaning they were talking for a while uninterrupted because they had a good research related story. The questions prepared for the interview might have disturbed the narrator and valuable information might have been omitted if they were interrupted. However, at the same time the aim was to focus on the research subject and continuously check that the theme discussed was within the parameters of the research.

3.6 Methods of data analysis

Narrative analysis was used to understand and examine each interviewee's story. The word 'narrative' derives from the Latin verb 'narrare', which means to 'recount', and is "a spoken or written account of" (Concise Oxford English Dictionary, 2011, p. 952). As "the life story approach offers a good ground of a rich and colourful understanding on how individual entrepreneurs are motivated" (Johansson, 2004, p. 285), it was reasoned that this was also applicable to ex-entrepreneurs, the participants in this study. As narratives have a linear structure, with a beginning, middle and end, it was possible for the interviewees to tell their story in chronological order and emphasise what was significant for them. Narrative analysis describes accounts relating to episodes in someone's life and the interconnections between them (Bryman & Bell, 2007). So although the focus of this research was on the motivational factors for leaving hospitality entrepreneurship, participants were asked to narrate their reasons for entering self-employment, their experience during the operation, and reflect on their paid employment after the operation was sold. By understanding the connections between the event of exit and the context in which this transition occurred, the study was able to identify a multitude of motivational factors.

3.6.1 Analysis

After the data collection (i.e. interviews) and transcription of the interviews, recordings were transferred to a portable media player. This enabled the researcher to listen to the recording repeatedly while driving or walking to work. This assisted in identifying the many large and small motivational factors that had been important to each participant. The result was that the researcher was able to establish a list of motivations for each participant. These lists ranged from ten up to 38 motivations per participant, although the 38 motivations of one participant covered six different businesses. This came to an average of nearly 17 motivational factors per participant. It was important that all these motivational factors in the decision making process to exit self-employment were conserved, large or minute. Therefore, it was decided to present the factors for each participant in a case record (See Chapter 4), otherwise many would be missing from the themes.

During the analysis process, one participant was contacted twice more for clarification. She had owned six different businesses, and during the first interview she was not completely clear in narrating the events connected to the operation she had owned. By

contacting her after the interview, the researcher was able to ask her to relate details accurately. One other person was contacted post-interview to clarify a response to a question.

The next stage was to identify all data that related to patterns of motivation. Thematic analysis was used in this phase of the study. Themes were identified by bringing together components or fragments of ideas or experiences, which were likely to be meaningless when viewed alone (Myers, 2009). NVivo9 was used to collect the quotes of each theme together and “combine efficient management of non-numerical, unstructured data with powerful processes of indexing, searching, and theorizing (Creswell, 2012, p. 243). NVivo9 is an analysis tool that assisted with the analysis and organisation of the large amount of data collected from 16 interviews. NVivo9 assists but does not in itself analyse the text by ‘reading’ the interviews. Therefore, the researcher still does the analysis and puts the data into themes. It did however, by putting all the themes together, enable the researcher to easily access the collected themes in NVivo9 and add quotations during the writing of this work.

The themes were not chosen by quantifying the data through counting the number of participants who communicated a similar theme. Although some themes were chosen because they were mentioned by the majority of participants, others were chosen because they stood out as being inconsistent with findings of prior studies or because they had not been identified in earlier studies. Some were straightforward and could be easily identified because of their transparent content by the use of specific words, while others were harder to identify because they were partially based on the hidden content in the text. The tone of the participants’ voice, a pause or a nervous laugh could give importance to certain words.

3.6.2 Case records

A case record is a “comprehensive description and analysis of a single case” (Cavana, Delahaye, & Sekaran, 2001, p. 453). In this research, a detailed case record of each of the 16 hospitality ex-entrepreneurs interviewed for this study was developed. A case record “pulls together and organizes the voluminous case data into a comprehensive, primary resource package” (Patton, 2002, p. 449). The copious data collected from the interviews are presented in individual case records, because the motivational factors that instigated the transition from self-employment to paid employment were many more than anticipated. To focus on one or two major factors would have reduced the rich data

to single dimension impoverished data. By detailing each motivational factor in the process, the data of each individual case became a multi-dimensional and complex illustration of the participants' experience.

Each individual case record starts with a short description of the participant, why they started the business, what type of business was operated and other information deemed important. Then the motivational factors were presented in bullet point form. This was done to provide an easy oversight into how many large and small motivational factors were involved. It also made it easier for the overview of the 16 cases, in which motives were mentioned by several participants. These were then placed in themes in the findings chapter (see Chapter 5). Each case record concludes with a short account of what happened to the participant after self-employment and what position in paid employment they currently hold.

3.7 Snowball sampling

Snowball sampling, snowballing, chain sampling, or chain-referral, is a valuable research tool for sampling difficult to identify social groupings (Atkinson & Flint, 2001). This means that existing research participants recruit future subjects from their acquaintances. As a result, the sample group increases in size like a snowball rolling down a hill. As the sample group grows, sufficient data is gathered to be useful for research. Ventor, Boshoff, and Maas (2005), for example, used the snowball sampling technique to identify owner-managers and successors of small and medium sized family businesses when banks refused to give out this information; snowballing enabled them to find sufficient participants for their research.

Snowball sampling was used in this study. This was because ex-self-employed hospitality entrepreneurs were not easily identifiable in the community but were likely to have a network amongst themselves. Three individuals that fitted the criteria of ex-hospitality-self-employed already known to the researcher were contacted by telephone and email for an interview. After the interview they were asked if they knew somebody else who had been a self-employed hospitality person and was now employed.

There are advantages for snowball sampling but there are also some disadvantages. The first potential danger in this research was that the snowball sampling technique would result in biased responses if, as in this case, the three first participants were from a similar social group, such as chefs who knew other chefs who owned a restaurant. The

researcher was, therefore, careful to select the first three participants from different networking sources at the start of the snowball chain. As the separate chains unfolded, each chain was carefully observed to monitor degrees of overlapping. One participant was the ex-owner and front-of-house person of a bar-restaurant in the South Island of New Zealand. Another was the chef of an Auckland restaurant. Yet another participant was owner and front of house person (serving customers) in an Auckland restaurant. As a result, participants in this research were predominantly working in the food and beverage sector. Other hospitality sectors such as accommodation, cafés and coffee shops are therefore under-represented. Secondly, although it was planned to start with people from different social groups, due to the illness of one of the original participants, the first three participants were all working (paid employment) in education (hospitality or culinary). This resulted in the participants thereafter coming mostly from a similar social group, and ten out of the 16 participants belonged to the same social group. Ten participants were, at the time of the interview, working in the tertiary education (hospitality or culinary) sector, although from several different social groups. Thirdly, a cross-section of the cultural diversity in New Zealand was not achieved, as participants were all Caucasians. Thus the researcher has not been successful in reaching a cross-section of the hospitality industry, or including cultural diversity. This research, however, was not intended to be a descending methodology, such as an ex-hospitality survey, to collect largely quantitative data. Its intent was to use an ascending methodology, through the snowball sampling technique, to work upwards and help fill the gaps in the empirical research.

3.8 Profile of the participants

In total 20 participants were contacted to participate in this study. They were contacted by telephone, email or approached directly to engage in the research. Two potential participants had less than three and a half years of self-employment and were, therefore, excluded from the study because they did not meet the criteria for this research. A further two potential participants did not respond to emails and telephone calls. Therefore, the total number of respondents was 16 out of 20, a response rate of 80 percent. Eight participants were men. Although it was slightly more difficult to find women to participate, the researcher was particularly interested in finding equal gender voices. Reason being that women are considerably less represented in hospitality research literature than men (Li, 2008), as well as in entrepreneurship research (Mallon & Cohen, 2001). This study sought a balance between the genders, in particular because

women are well represented in the New Zealand hospitality industry with 62% women compared to 38% men (Neill, Williamson, Waldren, & Bennett, 2011; Whiteford & Nolan, 2007).

No demographic data such as age, marital status, number of children and education were collected from the participants, because this was not relevant to the study. The intention was to collect spontaneous information, rather than preconceived data. This information was however sometimes collected when the participants offered information unsolicited by the interviewer. Therefore, these data are not presented in table format. However, several figures and tables are presented that provide information on the number of businesses the participants owned, the types of businesses they owned, the partnerships, and the current job positions in paid employment.

All participants but one were interviewed in Auckland in the last three months of 2011 (one participant was interviewed in February 2012). Initially the researcher was one of the participants. However, as the thesis developed, it was decided that a personal reflection (in Chapter 7) was more suitable, as suggested by McIntyre (2008). Two married couples and one pair of business partners were interviewed about the same business. All participants worked in Auckland at the time of their interview.

Eleven participants had owned one hospitality business, two had owned two, one had owned three, and two had owned six hospitality businesses. See Figure 3.1.

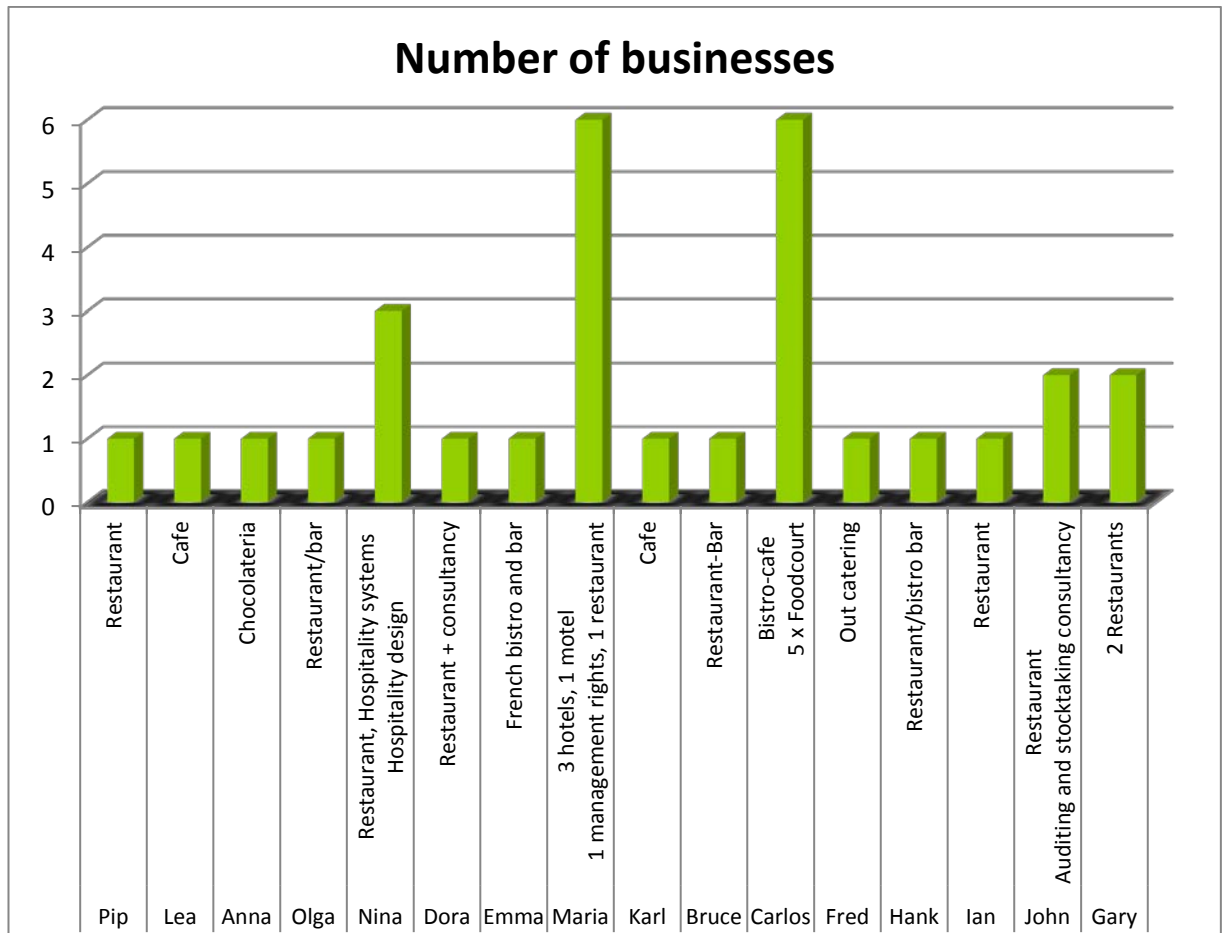


Figure 3.1: Number of businesses owned by participants

Twelve participants were born in New Zealand and four participants were immigrants from the United Kingdom. Of the participants from the United Kingdom, one had owned multiple businesses and had owned one business overseas, and the others in New Zealand. All other participants' businesses were operated in New Zealand.

All had extensive hospitality experience, not only through practical experience. Many had culinary education, particularly the chef-owners. One participant had thirty years' experience when she started her first hospitality enterprise.

The age at which participants started their own business was not asked, but many offered this information. The youngest participants started in their mid-twenties, while the oldest ones were nearly fifty years old when they started their self-employment. Several told of how, at a young age, they already showed that they had entrepreneurial skills by having a 'business'.

Nina: I always had businesses, even when I was six or seven years old; I had hotdog stands on the side of the road, and lemonade stands.

Carlos: My first entrepreneurship was chopping up firewood and taking it around on my go-cart and selling it to my neighbours. I was nine years old, so it [the entrepreneurship] was already there.

Participants were asked to describe what type of business or businesses they used to own (and in one case still owned but worked in on a part-time basis). The descriptions varied and are presented in Table 3.1. Although there are 16 participants in this study, 30 descriptions were given, as some had multiple hospitality businesses.

Table 3.1: Types of hospitality operations owned by participants

7	Restaurant
2	Restaurant-bar
1	Restaurant and consultancy
1	French bistro and bar
1	Bistro café
1	Restaurant and bistro bar
5	Roast and sandwich shop
3	Hotel
1	Motel
1	Management right (of holiday apartments)
1	Out-catering
2	Café
1	Hospitality design business
1	Auditing and stocktaking consultancy
1	Chocolateria
1	Hospitality systems
30	Total

Describing their role was challenging for participants, as many felt they had so many roles to fulfil. Often, later in the interview, they added more roles. In the initial short quantitative part of the interviews, the following answers were given on how participants described their positions when self-employed (See Table 3.2). There are more than 16 answers for their role descriptions, of roles in the different businesses they had owned. However, none of them defined his or her role the same way as another participant.

Table 3.2: Self-employment job title described by participants

<i>Hank</i>	Chef
<i>Lea</i>	Chef/back of house/running the kitchen
<i>Fred</i>	Chef-director
<i>Karl</i>	Chef-manager
<i>John</i>	Director and financial overseer
<i>John</i>	Director-operator
<i>Gary</i>	Director/owner
<i>Dora</i>	Director/trainer/function manager and assessor
<i>Anna</i>	Entrepreneur/manager
<i>Maria</i>	Front of house manager
<i>Pip</i>	Front of house, managing the restaurant
<i>Maria</i>	Full manager
<i>Nina</i>	Head factotum: finance, marketing, systems and personnel
<i>Emma</i>	Maître 'd/waitress/dishwasher
<i>Olga</i>	Manager
<i>Maria</i>	Managing account + restaurant
<i>Carlos</i>	Operation manager
<i>Ian</i>	Owner-chef
<i>Bruce</i>	Owner-manager

Two participants had a total (through multiple businesses) of eleven years of self-employment, while the shortest self-employment lasted for three and a half years. The average self-employment for the group was 5.6 years (the criterion to be eligible for an interview was a minimum of three and a half years). The research focused on hospitality entrepreneurs who were self-employed for a minimum of three and a half years, as this is also used to define an enterprise as an established business (Autio, 2005; Bosma et al., 2008; Frederick et al., 2002; Kelley et al., 2011; Minniti et al., 2006).

Participants were asked if they owned the business alone or with a partner. Three had no partner during the operation, and others had different types of partnerships (See Table 3.3). Participant could describe the partners in whatever way they felt best. In a large majority of businesses there was some form of partnership involved.

Table 3.3: Partnership in self-employment.

1	Business partner + silent partner
5	Chef partner
2	New partners during business
3	None
1	Silent partner
1	Silent partner/friend
8	Spouse or future spouse
3	Spouse + partner or spouse + partners
1	Sublease of kitchen from non-partner

Twelve participants had their businesses located in urban areas, the majority in Auckland. Three had businesses in both urban and suburban locations, and one had businesses in rural New Zealand.

The participants at the time of the interview were all in paid employment and their positions are shown in Table 3.4. One person answered “anything and everything” as the paid employment consisted of working in a bookshop, waiting person in a restaurant, writer for hospitality magazines, consultant on wine-lists, in a judging panel, master of ceremony, and relief trainer. This participant was therefore unable to describe the current position of employment as there were too many.

Table 3.4: Positions in paid employment

1	"Anything and everything"
1	Chef lecturer
1	Chef tutor
1	Function coordinator
1	Head chef
3	Lecturers
1	Personal assistant
1	Practice manager
1	Programme manager
1	Restaurant manager and system developer
4	Senior lecturers
16	Total

The businesses were (all) sold between 1997 and 2011, except for that of one participant who still owns the business and works part-time in it while in full-time paid employment. All participants have been employed since the time they sold their

business, or were already employed during the time the business was running. One owner sold the business and chose to have a break for a year before going back into paid employment. None of the participants mentioned any unemployment issues or having difficulty in finding paid employment. On the contrary, most had a selection of positions to choose from and were asked by businesses, colleagues or agents if they were available for paid employment.

The information was mostly collected during the small quantitative part of the research that was asked before the interview started and before the recorder was turned on. This gave the interviewer the opportunity to capture some background knowledge of the participants so that she could advance questions that were on the subject of the motivational factors for exiting self-employment.

3.9 The researcher

In the context of this research, it would be difficult for the researcher to position herself as an aloof outsider. According to Denzin and Lincoln (2011, p. 110) the researcher is a “co-constructor of knowledge, of understanding and interpretation of the meaning of lived experiences”. The researcher has been an insider in this research because of having a hospitality background of 35 years during which 12 years were in self-employment. In Chapter 6, details of this self-employment and the motivational factors for leaving it to return to paid employment are discussed, according to McIntyre’s (2008) observation on the researcher’s reflexivity.

Reflexivity is a reflection on the researcher’s journey, but it is also an examination of the filters and lenses through which researchers see the world (Mansfield, 2006). Gilgun (2010) posits that researchers are reflexive when they are aware of the multiple influences they have on research processes and how these research processes affect them. The reflexive account (in chapter 6) “enhances the quality of our processes and outcomes and increases our sensitivity to informants’ concerns” (Gilgun, 2010, p. 7).

This insider perspective as a previously self-employed hospitality entrepreneur currently in paid employment allowed the researcher to identify issues in the research. According to Flax (1990), researchers cannot know “the real” without recognising their own roles as knowers. Therefore the researcher’s experience helped create a bond with the participants and the researcher was able to empathise with them. By being able to relate to the participants’ positive and negative experiences in self-employment, the researcher

had the ability to investigate deeper through penetrating questions, thereby gathering rich information.

3.10 Ethical considerations

Research ethics involve the application of moral principles in planning, conducting, and reporting the results of research studies (Myers, 2009). For qualitative researchers, ethical practices are usually defined as a moral stance that involves respect and protection for the participants involved in the study. McNabb (2002) suggests four practical ethical principles that are most relevant in research in public administration. These principles are also relevant to this study, and are 1) truthfulness, 2) thoroughness, 3) relevance, and 4) objectivity. Truthfulness means that it is unethical for the researcher to deceive, either the participants or the readers of the study. Thoroughness means that the researcher has worked meticulously on the methodology. Relevance means that the researcher works with the intended and focused purpose, and concentrates on the subject. Objectivity means that the researcher does not allow bias. Whereas objectivity might be possible in positivist studies, it is difficult to stay objective in an interpretivist study. As mentioned, the interpretivist researcher constructs the phenomenology of a subjective, rather than objective experience. Therefore objectivity needs to be considered from the point of view of the researcher being able to empathise with the participants. The researcher should not be judgmental and critical of the participant during the interview or when commenting afterwards. The researcher should place the facts as they are presented by the participant or observed by the researcher. Honesty is imperative, as both the reputation of the researcher and that of the journal that might eventually publish a paper based on this study could be affected.

One participant whose wording in the quotes might increase the risk of recognition was asked for feedback on this issue. The participant had a typical way (i.e. using specific words) of expressing himself, and the participant used similar wordings at a symposium this writer attended. This study was therefore hesitant to include some of the quotes of this participant, even though the quotes were important to the study, because of the strong opinion that was expressed. The participant clearly felt no hesitation concerning the risk of recognition however, and sent an email to this effect. The quotes are therefore included in the findings and discussion chapter.

Ethical approval from Auckland University of Technology Ethics Committee (AUTEC) was applied for and granted. Interviewees were informed beforehand by email with a

Participants' Information Sheet (see Appendix 1) that their participation was voluntary and that they could withdraw at any stage. They could also withdraw their information. Participants were asked to sign a Consent Form (see Appendix 2) before the interview started. Confidentiality was respected and the risk of recognition was minimised by using pseudonyms for the participants. Although some participants did not mind having their names used in the thesis, this study followed the guidelines of AUTECH, which approved the ethics procedure of this research. All data were kept in a locked filing cabinet, and on a passworded computer. Further, cultural sensitivity and the principles of the Treaty of Waitangi were taken into account.

3.11 Summary

In this Research Design chapter, the theoretical paradigm, data collection, data analysis and participants' profiles were described in detail. They were supported by the reasons behind their selection and endorsed by empirical research. The interpretive paradigm was considered the best fit for the purpose of this study, and the interviewing of 16 participants was considered a realistic sample size for this exploratory study. The interviews were transcribed as well as transferred to a portable media player for auditory scrutinising of the recorded voices. Every effort was made to accurately reflect the motivations of the participants. With the assistance of the analysis software NVivo9, the data were examined and placed into themes. Chapter 4 covers the individual Case records of each of the participants, and although some of the similarities between the participants are placed into the themes in the Findings in Chapter 5 and Discussions in Chapter 7, generalisation of the motivation of hospitality ex-entrepreneurs who went into paid employment is not possible as there are so many motivational factors present.

Chapter 4 Case records

4.1 Introduction

In this chapter, each of the 16 participants is introduced through a separate case. This contrivance allows readers to become familiar with the participants and the multiple motivational factors for each participant that initiated the transition from self-employment to paid employment. Each case reflects the unique aspects of each participant's story and highlights the complexity of this study. The eight women are introduced first. One and two word quotes are included in each case to better reflect the intention of the participant, thereby maintaining the fundamental substance of their stories.

4.2 Pip

Pip is a woman of 64 years, born in Auckland and with no children. She worked for 22 years as an air hostess for Air New Zealand. The year before she started her business she worked a for year in Europe at a World Expo. She returned to New Zealand and was in a relationship with one of the expo chefs who was 17 years her junior. Her motivation to start the restaurant was that she needed a job and her partner wanted to start a restaurant. They thought it would be perfect to start something together, especially as they were both experienced in the hospitality industry. The restaurant they started was not an existing operation; the building was located on the grounds of a motel in a busy and fashionable suburb of Auckland. The space was offered at no cost to them on condition that they provided breakfast and lunch for the guests in the adjacent motel. The first few years were very exciting, setting it up, attracting new customers, and developing the business. Initially they provided only breakfast and lunch, but soon started serving dinners, catering for businesses delivering tea, coffee and food, and providing outdoor catering. On busy days in the weekends they would have four staff 'on the floor' (i.e. waiting staff) and three in the kitchen, while on quiet days Pip might work alone. They built up a very strong and loyal clientele and she and her partner are still friends with some of the clientele today. According to Pip, they were well known, well liked, and honest. They received excellent feedback from customers and repeat business as well as referrals. This growth was reflected in the turnover which increased from \$1,500 in the first week to \$26,000 in their final week.

Pip and the chef had a successful business, but decided to sell after three and a half years due to several factors.

- They had started serving dinners, which meant that they worked long hours each day.
- The motel was on the “wrong” side of busy road that ran through the suburb; the shops are on the other opposite side where the foot traffic is, so it was harder to attract customers.
- Pip indicated that she lacked experience in areas such as finance, so dealing with the accounts and tax returns was challenging.
- The age difference with her partner became an issue. They were at different stages of life; he was ready for children, whereas she was past child-bearing age.
- Miscommunication with her partner developed, and there was no discussion about how to deal with the stress.
- Her father passed away in the final year of the business and she had to deal with that as well as helping her mother and at the same time running functions.
- She lacked confidence in letting somebody else help and was not good at asking for help.
- Pip was too closely involved in the business, and was, therefore, unable to take an objective view.
- She was unable to leave “her baby” (i.e. business) with somebody else.
- There was a lack of breaks in the relationship; the couple worked together, lived together and slept together. There was a need to have “time-out” in the relationship.
- There were not enough breaks in the form of holidays or a few days off, which resulted in a total exhaustion, burn-out and stress.

Pip would love to be self-employed again, but this time she would run the business, rather than have the business run her. She would close the door and walk away and come back two weeks later when she needed a holiday. She would not want to work for somebody else in hospitality as it is hard work and long hours. However, catering is still tempting Pip to start her own business.

After selling the business she went on holiday for four months to Europe. Coming back to New Zealand she went to work on a four-month contract with Air New Zealand. She was then a waitress for six months in a restaurant, worked two years at a travel agency,

and worked one year for the New Zealand government. Pip has been working for the last twelve years as a practice manager in healthcare, is still friends with her ex-partner and enjoys assisting him in his café occasionally.

4.3 Lea

At the time of the interview Lea was 60 years of age. From the United Kingdom, Lea came to New Zealand in 1987 with professional cooking skills. She started in New Zealand by managing a small hotel in the central North Island for five months, before moving on to work for a catering company as a chef in Auckland. While working for the catering company at various corporate events, Lea also had her own small business catering small private functions. She married while continuing to work in the hospitality industry and then divorced. There were no children.

After thirteen years in New Zealand, she started a café. A friend provided most of the capital for the enterprise and became the silent partner while Lea was working in the business. The café space was subleased and located in another business. Within the beautiful surroundings of this business, with an open fire place burning in the winter, the 110-seat café was popular and the 15 staff and Lea were busy from early morning till early evening 365 days a year. The \$250,000 that had been raised, with a mortgage against Lea's home, seemed to be well invested. In year five, one year before she let go of the business, the business was valued at \$600,000 and Lea was ready to sell. However, the silent partner was not yet ready to sell the café.

It was at this stage that the owner of the business in which the café was located started taking everything out around the café, pebbles and all, and had people demanding money from him. The café was left sitting in amongst the rubble, and it became clear that the business surrounding the café was bankrupted. The café's clientele started to decrease and at the same time the value of the business decreased until it was worth nothing. So here was a successful business that had to be closed down because the business in which it was located went bankrupt.

Although the motivation to close down the café appears to be straightforward, there were more factors that came to the surface during the interview. These factors were:

- The bankruptcy of the business in which the café was located and from which the café was subleased.

- Money was being continuously reinvested in the business, such as flooring and a computer system.
- The silent partner had expensive tastes. She insisted on, for example, a \$26,000 computer system for receiving customers' payments. This seemed exorbitant to Lea.
- A manager was stealing money from the café.
- Both Lea's parents passed away during the final year of the business, taking Lea away from the business.
- Lea believed a business needs to be sold at its peak, but the silent partner was resistant to this. Lea thinks that she was used by the silent partner as an emotional outlet outside café hours.
- Lea did not have a work-life balance. All her energy was channelled into the business and as a result her friends drifted away. She ended up with "no life".
- Lea believed that a person needs to work on the business, rather than in it. However, she describes the business as "her baby" and was unable to leave the business in somebody else's hands.
- The choice of working long hours, because she loved baking and had a great passion for cooking, meant she was becoming exhausted.
- The trust in her business partner and friend, who was an experienced business person, meant that Lea did not see the ulterior motive of this partner.

After removing herself from the business, Lea went to a lawyer. She tried to prevent all the equipment going to the partner, and demanded her half of what was left. The partner tried to fraudulently attach the café to another company she owned, as well remove Lea as director of the café business and then receive tax deductions. The case never went to court however, because Lea was financially and physically drained.

Although Lea did not perceive herself as a culinary tutor, two years after removing herself from the business she started working as a chef tutor for a private training provider. She has been there for the last four years and now believes that as a chef she was a teacher anyway, because teaching is about passing on skills, on-the-job and off-the-job. She loves training people and gets a lot of satisfaction and joy from her job. She would never again consider starting a new enterprise, although she has been offered opportunities, such as starting a café at a medical complex. But financially drained and

knowing the “backbreaking” work that self-employment involves, she is very happy in paid employment.

4.4 Anna

Anna did not leave her full-time position as a business lecturer when she started her chocolateria in 1992. Her motivations to start the business were her entrepreneurial streak, the opportunity of creating a unique product, the vision of something that could be franchised, and simultaneously creating a job for her husband. Her tasks involved the creation and development of the concept, the ordering of ingredients, and consulting others such as Auckland City Council, while her husband was responsible for the day-to-day running of the business. Pregnant with her son, she managed the first shop while on maternity leave for three months and then another three months working part-time. They expanded the business with another shop and two portable units. These portable shops were used at big events.

Anna described the business as very successful, but after five years sold the business. She outlines the motivation behind the sale as the “classic break-up of the marriage” and the young son she now had to raise on her own. During the interview however, many other reasons for the sale became apparent.

- Anna’s marriage break-up and the responsibility of raising her son on her own.
- The time that was involved raising her son was making her less available for the business.
- Anna’s alcoholic husband had a personality disorder, as a result of substance abuse.
- Her husband was siphoning off money from the business. While Anna could accomplish a yield of 95%, her husband would realise a 50% yield.
- Anna felt that her husband was cunning in extracting money from the business while staff in the shop was unaware of what he was doing.
- The husband worked two years in the chocolateria and became a liability so in the third year she removed the husband from the business.
- They split the business; Anna remained with the chocolateria, while her husband received the portable units.

- The second shop was unsuccessful, because although research had been done, the traffic counts provided were inflated and therefore the investment did not provide the returns expected.
- Anna was working full-time as a business lecturer and although entrepreneurial activity or consultancy was encouraged, Anna was unable to put her full 100% into the business.
- Because of the fragile financial situation with her husband, she felt she could not afford to resign from her full-time position.
- To retain her full-time position, she was required to do a master's degree, which took more time away from the business.
- Anna lacked confidence, as she had never had a business before.
- Both Anna and her husband were inexperienced in the business world.
- There was a lack of finance. \$80,000 was invested, but to franchise the business Anna needed another \$200,000.
- The risk of self-employment made her choose the security of paid employment at a Polytechnic.
- Possessing a good job, Anna did not really need self-employment.
- Anna was unable to find a business partner who had technical, mechanical and financial skills.

Her husband did not continue in the business for long, but Anna managed the business for five years. Then she sold the business and stayed on as a mentor for the next owner, who sold it after one year. The first business lasted twelve years but was discontinued because the food hall acquired a different designation.

Anna is very tempted to recommence the enterprise again because the formula is unique and her son is leaving home soon. However, she would only consider the possibility of restarting the enterprise if she found the right business partner. She does not feel confident of doing it on her own, and she now believes that at her age the chance of starting her own business again is decreasing.

4.5 Olga

Now a mother of two and in her early forties, Olga owned a restaurant bar in a small town in the South Island for four and a half years. She started in hospitality to pay for the hairdressing course she was pursuing and at the end of the study she ended up

managing a well-known hospitality establishment in Auckland. Her motivation to start her own hospitality business was the desire to put her “own stamp” on the industry. Being in her twenties, she was a little brash and was going to show others in the industry how to run a hospitality business properly. Two friends contacted her, saying they valued her expertise, when in reality they needed her money to start a business. So the four, two friends, a chef and Olga, started the business. She described it as a “schizophrenic” business; a restaurant from eleven in the morning till midnight, a “wacky” (i.e. crazy) bar from five till eleven pm, and then changing into a nightclub for students till four in the morning.

The first three years were enjoyable for Olga, but then the chef and one partner left. The partner remaining became her future husband. He started working outside the business, and Olga was left to manage the business mainly on her own. Two financial partners with no hospitality experience entered the partnership. The last one and a half years were not fun anymore as the party atmosphere it originally generated had gone and financial issues emerged. Below are listed the motivational factors that were derived from the interview.

- Olga was not involved in the initial purchase of the business; one of the outcomes of the business plan created by the three original male partners was “to score chicks”. This set the premise of the business.
- Olga was forced to make the decision to go into partnership over a weekend and during this time she was unable to receive advice from her (then current) employers who were leaders in the industry.
- In their exuberance the three male partners over-paid for the business and the inventory, and they had made no allowance for working capital. This put them at an immediate disadvantage.
- None of the partners had any knowledge of the market; in November all the students left town and there was very little business until February the next year. Business went down during this time and the business was very over-extended.
- The partners had unequal shares. Olga started with only a 5% share and as a result had less say in the decision making process of the business.
- Four partners meant there were four opposing views on how to manage the business.

- There was a mismatch of business vision and clientele; for example, one partner was interested in wine tasting and selling quality wine while the clientele were students interested in \$3.50 beer or wine that was cheap but drinkable.
- The hospitality working hours were not conducive for Olga to build a support network.
- Olga was not in her hometown and had a business in a community where she would remain an outsider.
- Her father-in-law was diagnosed with cancer and did not have long to live so Olga and her future husband went back to Auckland.
- It was a time of transition for Olga, who was in her late twenties then, and on reflection, she still had much to learn about what she described as ‘who I was’ and ‘what I was about’.
- Olga wanted to do things thoroughly; therefore, combining the hospitality business with a family was not a consideration for her.
- Olga started the business with three working partners, and after three years she was left on her own, with her future husband in paid employment and two (new) financial silent partners.
- Olga describes herself as a controlling person and that her future husband needed his own “turf” although they worked well together.
- She missed the “fun presence” of her husband, once he started paid employment.
- Olga realised that in reality the enterprise was not as much fun as she had expected.
- The lifestyle of “drinking like fishes”, “smoking as much as we liked” and being “party central” completely exhausted her.

After four and a half years she passed the keys over to the new financial partners and moved back to Auckland. For the next four years, Olga and her (now) husband managed hospitality businesses that had gone bankrupt until the bank decided what to do with the business. She then worked as a marketing manager in a hospitality school, before she started as a personal assistant for a non-hospitality business. She is not eager to go back into hospitality; it is too exhausting and anti-social. She further believes that hospitality people in their forties or fifties start looking “crusty”, especially in the bar and nightclub scene.

4.6 Nina

Nina was a fifty year young mother of four and grandmother of six at the time of the interview. Her father started a restaurant in North America when she was eight; hence, she started working from a very young age in the hospitality industry. She described herself as an entrepreneur and designer, not only in the hospitality trade, but in many other industries. Although Nina was working in the education sector, she started a restaurant in a small seaside town north of Auckland. The main idea behind the restaurant was the home schooling of her children during their high school years and teaching them a trade. Working with the Ministry of Education, the syllabus was designed to train and educate the youngsters. She was successful on a financial level, and also succeeded in teaching her children life skills through the enterprise. She further attracted several other young people who followed the same training as her children.

After six years she decided to sell the business. The motivational factors she states was that the intent was true; the children had been put through high school and part of their schooling was to close down a business, sell it and realise the profits. So it came to its natural conclusion. During the interview however, other factors regarding the motivation of selling the restaurant became evident.

- Nina's children graduated and the restaurant fulfilled its function in their education.
- The closure of the restaurant was part of their training and to learn a trade.
- Managing a restaurant was never Nina's aspiration. She liked to design things, and the restaurant was there and fulfilled the need "to pour her creative juices in".
- Nina had no formal education as she was expelled from school at the age of fourteen. This lack of formal education however, did not prevent her from working at a university. However, some big financial mistakes were made in the first year of the operation, due to her lack of financial education. Her lack of Mathematics after walking away from formal education was probably the biggest issue.
- The online accounting course was not enough to become proficient with pay-as-you-earn tax (PAYE) and Goods and Service Tax (GST).

- In her father's business she was never taken into the office to learn about the management aspect of the business. She had worked in the restaurant talking to guests and in the kitchen doing the dishes.
- Although she mentioned that her formally hospitality-trained husband was her business partner, he was not working in the business until he realised her financially precarious position. After a few months working in the business and financially supporting it, he accepted a contract for paid employment outside the operation. This pattern of his paid employment was repeated a few times over the years so the business was mostly depending on Nina's limited financial and managerial expertise.
- Nina lacked focus. She had an abundance of ideas, and her business enabled her to satisfy her passion for creativity. However, it also meant that at times she lost her focus on the business goals.
- She also lacked focus concerning the family but her husband kept her focused on the main objective, their family. Without him and the strength of their marriage, she doubts if she ever would have been able to walk away from the restaurant.
- The systems Nina and her husband developed and implemented in the business became the ingredients for a new company. This company still exists but during the restaurant years it took time out of the management of the restaurant.
- Nina also spent further time developing workbooks for the training of her children and staff. The idea was to integrate them with the national hospitality standard institute's but this never eventuated.
- Nina found it very difficult to be a woman and an entrepreneur. It was difficult to find credibility as an entrepreneur, but not as a restaurateur. However, she did not regard being a restaurateur as a challenge.
- Nina lacked confidence; she felt that other people were smarter and more successful than her, which overwhelmed her. These feelings became a barrier, and she did not send out confident signals.
- By selling the restaurant, Nina was not just giving up a business, she was giving up a whole lifestyle.
- Nina ran herself "into the ground", meaning she was very tired because she worked too much. She spent a year and a half doing nothing and could not take any stimulus on. She was completely drained.

- Nina was unable to divorce her love from the business. She was unable to set personal boundaries and felt responsible for everybody.
- The hardest part for Nina in selling the business was that she believed that no other person would be able to look after the customers as well as she could.

Now five years after selling the restaurant Nina looks back and is proud of the fact that fifteen years ago she had a vision of transforming an empty shop into the cultural meeting place it is today. She is still developing her systems, working on a second business and having an abundance of ideas. She started five months ago as manager of a restaurant. She carefully profiled the restaurant she would like to employ her to enable her to introduce the systems she had developed. She also uses this employment as a means of launching herself in a small community with a high disposable income to promote her second business.

4.7 Dora

From the United Kingdom, Dora came to New Zealand with City and Guilds hospitality qualifications. She was a part-time hospitality tutor and assessor for many years as well as helping her husband in a contract catering business in New Zealand. In 2004 she started a 90-seater restaurant in Auckland with her husband-chef when both were around the age of fifty. They borrowed the maximum amount of money they could afford to purchase an existing restaurant. Dora considers her success to be on a personal level rather than a financial level. The training of the young people that worked for her, the good feedback from the regular customers, working with her husband, and the family atmosphere made it in her view a successful business. After nearly four years, however, the restaurant was sold.

Dora stated that the factors behind her transition from self-employment to paid employment were the life style, her health and the stress. Below is a list of the many small indicators that added to the motivation to make the transition to paid employment.

- The death of a younger friend made her realise that she had to be careful with her own health. She had already been diagnosed with high blood pressure and high cholesterol, and doctors had told her to reduce her stress levels.
- She had insufficient funds to invest in the restaurant. The business was purchased with the maximum financial support from the bank and as a result the cash flow remained a challenge during the years thereafter.

- The restaurant was a sublease and the rent was extortionate, according to Dora.
- The landlord was not cooperative in the maintenance of the building; those costs were carried by the business.
- Changes that were made to the restaurant were done on a low budget. The substandard results may have influenced the customers' perception and prevented return visits.
- Dora and her husband had several children between them as a result of previous marriages. The dependent children were an additional financial liability.
- The purchase of a house close by the restaurant, three months into the business, was thought to be tax deductible but proved not be the case.
- The house was used only for sleeping; all entertainment was done in the restaurant. Some friends might have abused the hospitality of Dora and her husband and taken it for granted rather than reciprocating the favour.
- During the four years she owned the restaurant, friends had to come and see her in the restaurant otherwise they would not see Dora at all. So her social life was completely lived in the business, although she says that she had no social life.
- Prior to opening the restaurant, Dora had been involved in hospitality industry competitions; this was not possible anymore during the operation. Dora and her husband failed to keep themselves informed about what was transpiring in the hospitality industry and they felt isolated.
- The family ate well and many friends of the children joined the family for meals, meaning ingredients from the restaurant were consumed. She believes that control measures to separate business and personal expenses should have been put in place and a budget should have been designed.
- Dora had previously worked in hospitality education and was aware of the security this position provided. The other benefits such as less stress compared to owning a business and the flexibility to study further made it attractive to make the transition to return to paid employment.
- Dora had suffered a back injury in 1998, and such activities as moving furniture had to be avoided. However, she was hesitant to ask her staff to do this for her.
- She was conscious of the age of both she and her husband and wondered how long they would be able to work at such a demanding job.
- When the restaurant was purchased, they had planned to keep it for three to four years because of their age.

- Grandchildren were born and Dora wanted to be available for both the children and the grandchildren.
- Dora and her husband looked at the option of turning the business into a function centre and closing the restaurant as this would have enabled Dora to return to teaching and receive an external income. The advice from a trusted and experience business friend was, however, to sell the business.

Dora is again working in the education sector, and her husband has recommenced the contract catering. While they are tempted to start a lodge, they feel their age does not work in their favour and the family is expanding with more grandchildren. Health issues have become more apparent, and Dora believes that at her age she should work less.

4.8 Emma

After working thirty years in every aspect of the hospitality industry as an employee, Emma described her entry into self-employment as a natural progression. Her 40-seat French bistro-bar was located in Auckland. She had two business partners: one was the chef of the bistro, the other a silent partner and previous-owner of the business they had bought. The previous owner left finance in the business so Emma and the chef did not need to invest much money in the business. Emma measures the success of the business by the awards they won and the reputation they built over the five years. The lack of a good quality of life was the main reason for selling the bistro-bar.

During the interview many other aspects were identified that added to the decision to make the transition back to paid employment. These motivational factors are described below.

- Quality of life, or lack of it, was the result of a combination of circumstances.
- A significant decline in consumer spending as a result of the recession.
- The dynamics of the suburb in which the bistro was located changed significantly because two nearby restaurants changed ownership. The new owners were not from the hospitality industry, and the quality went down and left the bistro in between two mediocre restaurants.
- The suburb had been a destination for dining and had been an attraction as a whole. Now individual restaurants needed to attract customers, and walk-ins (guests without appointments) declined considerably.

- A large bar opened up nearby and customers of the bar took a great deal of the parking places in the street. The parking situation became atrocious and the bistro customers had difficulty in finding a parking space.
- Emma described the local inhabitants of the suburb as a bohemian and as a collective group not earning large incomes. Therefore, most customers had to come from outside the area.
- Emma recounts that she “lived in a bubble” (i.e. isolation) for five years; working six days and nights. On the day she did not work in the bistro she did her laundry, her shopping, and the stocktaking and ordering for the business.
- Emma and the chef partner did not see it was possible to take a holiday during these five years. Four days off during Christmas and four days off at New Year but open in between was all they allowed themselves. One year they did close for two weeks and it took them until February to compensate for it.
- She describes herself as a perfectionist and was unable to find a work-life balance.
- She compared her role in the bistro to being an actor putting on a show; pretending she was happy to serve while she was feeling unwell or tired.
- Emma built up a feeling of resentment because of the customers’ ignorance of how much hard work was really involved in operating the business.
- Emma’s health deteriorated and she had to be absent from the business.
- The restaurant was too small and could have been designed more efficiently.
- Her social life was completely lived in the bistro-bar.
- Emma believed that the bistro-bar was no place for health and wellbeing.
- The stress because of the decline in customers and therefore financial abatement.
- Due to the financial decline Emma and the chef felt obliged to work longer hours to decrease the cost of the wages of their employees.
- Six months prior to the 2011 World Cup Rugby an offer to buy the restaurant was made and Emma was happy to sell.

Emma has great memories of the time she owned the bistro-bar but says she would never want to own another business. Life is too short and her health and wellbeing are more important. Eight months after the business was sold, she worked part-time in a bookshop, worked on a casual basis in the hospitality industry, wrote for hospitality magazines, was a consultant on wine lists, sat on a judging panel for restaurants, was a

master of ceremonies, and a relief teacher. She has a quality of life now which she describes as fantastic.

4.9 Maria

Maria is the last of the eight women in the chapter of cases. Maria owned six different hospitality operations. Maria's case is presented in chronological order and each self-employment exit dealt with separately because each time different motivational factors played a role in the decision to sell. Maria was self-employed for a total of eleven years; four ventures each lasted 18 months, one lasted for two years, and one operation lasted for three years. All properties were in rural North Island towns in New Zealand.

After ten years of paid employment in the hospitality industry, Maria started her first tavern with her future husband. This self-employment was instigated because she had a great passion for the hospitality industry, she knew she was capable, and she could earn more money than working in paid employment. The tavern had two bars, and the clientele consisted of local residents. Maria introduced food into the tavern, brought bands in and enjoyed operating the business. They decided to sell for the reasons stated below.

- The lease was with a brewery.
- The set-up of 'Green Bottle' (a wholesale arrangement between small hotels), to enable them to compete with bigger companies by purchasing larger volumes.
- As the turnover increased quite significantly through the wholesale arrangement, the profit margins diminished because the rent was raised as per brewery contract.
- They were able to sell the lease for a good profit, because the financial turnover of the operation increased considerably during the 18 month venture.

The purchase of the next business was financed by the profit from the tavern. A big tax payment loomed so Maria invested in a country hotel although the hotel was condemned and only the two bars were used for trading. She went into business with a business partner (not her future husband). The tavern was in a Māori community and she describes it as "a bit rough".

- Maria and her business partner were Pākehā (Māori language term for New Zealanders who are of European descent) while the clientele was Māori. The community made it clear that they were the wrong people for the tavern.
- She felt an outsider in the community.
- Stress caused by the community resulted in several conflicts that had to be dealt with by the Māori wardens, who tried to repair the relationship between Maria and the community.
- A large segment of the clientele was sheep shearers, generally heavy drinkers.
- The alcohol consumption was excessive; Maria found it difficult to control the drinking.
- There were fights on the premises, with the pool table turned upside down, bottles thrown, and windows broken.
- The property was burgled several times.
- According to Maria, no law ruled in the Māori community.
- Maria feared for her safety. As a woman she felt vulnerable.
- The conflicts were on-going and Maria became exhausted. Sleepless nights and wondering what was going to happen next fatigued her.
- Although financially successful, Maria and the business partner divided the business; he stayed and she left.

Maria then planned to buy a tavern because she needed to invest her money to reduce her tax liability. Because she was a woman, however, the brewery would not allow her to buy the lease so she bought number three business in the form of another hotel. She placed a manager in it but was not involved further in the business until five years later. During this time Maria married and had a baby. She separated from her husband for a year.

When the baby was three years old, Maria joined her husband, who had the lease on a hotel in the Coromandel. She was responsible for the ten-room accommodation and the restaurant while her husband ran the bars and the wholesale. They tripled the turnover and started an annual big game fishing tournament to attract business outside the tourist season. They were financially successful, with one New Year's Eve producing a turnover of \$100,000. After Maria had been in the operation for 18 months, her husband (he owned the lease) decided to sell, because:

- Maria's marriage broke up.
- Maria had a four year old son and although she had a babysitter and a cleaning lady, she found it challenging to manage the business with a child.
- She realised that her son did not know what a normal lifestyle was and wanted to make changes.
- The brewery lease prevented them from increasing the turnover to maximum potential as the rent would correspondingly increase, which in turn would decrease the profit margins.
- Maria was in the business for money, and once the business reached a certain peak she was willing to sell although it was her husband who made the final decision to sell as the lease belonged to him.

Maria then went to manage the tavern she had bought five years earlier as she discovered the manager was dishonest. After two years of managing the tavern herself she sold it, because:

- The community consisted of Māori people who Maria said did not make her feel welcome.
- The clientele was rough, tough and uncouth. Although Maria enjoyed the business, she had to maintain continuous surveillance to remain in control.
- Several burglaries kept Maria tense.
- Maria had employed a chef, who she had a relationship with. According to Maria, he did not fit into the community. The clientele who frequented the tavern spoke the colloquial language, which was not understood by the chef. He wanted out of the business.
- The chef was a well-known culinary personality and had a reputation to maintain. The clientele of the tavern did not require extravagant dishes prepared by the chef.
- As the son of a publican, Maria felt her child had difficulty making friends. She believed that the standing of a publican mother was perceived as negative with many people in the small community.
- Maria's child was unhappy as friends could not play at the hotel. The child could only play at the friends' home and Maria could not reciprocate the hospitality. He also had social skills that the teachers at school found unusual for a child.

These characteristics, uncommon for a child, were most likely obtained from observations in the tavern.

- The family pets were unhappy. The dog often ran away and was eventually put down after an encounter with sheep. The Siamese cat spent most of the time in hiding whereas at the previous hotel the cat had “owned the place”.
- All in all it was a stressful operation and better options with other operations were available for Maria.

Maria moved from the tavern to start a brasserie with the aforementioned chef. The brasserie was open for six months a year and local staff were employed. After 18 months into the business they decided to sell the business.

- It was hard to find good personnel, because of the short hours of employment the brasserie could provide for the staff.
- The business was mainly reliant on tourists, therefore seasonal and irregular.
- The chef was an accomplished cook, but there were irritations in the partnership.
- Maria wanted to move forward in business, but the district council in which the restaurant was located had many restrictions in place and stymied development. She had money to invest, and was unwilling to wait for years to receive consent for her ideas to progress in business. The bureaucracy was suffocating the business expansion and innovative ideas of Maria.

The sixth and last hospitality business Maria invested in was the management rights of twelve holiday apartments. This venture was a five-star accommodation operation which she managed again with her earlier mentioned chef partner. Living in one of the apartments with her chef, her days started at seven in the morning with dropping the newspaper in front of the doors, cleaned the apartments, provided meals on request and being available till nine in the evening to take calls. Her son was at this stage living with his father and only visited in the holidays. Busy in summer with tourists, prices were adjusted to attract customers in the winter season. After 18 month she decided to sell because:

- The volcano Mount Ruapehu erupted, and many overseas tourists cancelled their bookings because they thought the whole of the North Island of New Zealand was affected.

- The business partner wanted to discontinue the business as he desired to pursue another venture.
- The personal relationship between the two partners ended.
- The management position was too large for Maria to do the work alone.
- The business partner found a buyer who was willing to pay an unexpectedly good price, which was too good for Maria to ignore.

Maria has since invested her money in real estate. She has been in paid employment as a function coordinator for ten years and does not wish to consider any future hospitality ventures. She is tempted to start a charter business to take guests yachting and fishing, but the steadiness of the income she has enjoyed for ten years and her age make her reluctant to go back into hospitality self-employment. Creating the right ambiance, taking care of people and making them feel good has taken on another shape for her in the form of function coordinator and electromagnetic balancing.

4.10 Karl

The first of the men entrepreneurs is Karl. Born in the United Kingdom, he met his wife on a cruise liner on which he worked as a chef. He had spent all his working life in the hospitality industry and after several paid employed positions in New Zealand he took the opportunity to start for himself. He subleased the kitchen from an upmarket café in Auckland on the second floor of a new building. He enjoyed setting up the kitchen in the small space available and making it as efficient as possible. His wife gave birth to their first-born on the day the business opened and because the business was open seven days a week, he rarely got to see his son. He stayed four years in the business; the first two years were great, but then business declined. Reasons for walking away from the business are as follows:

- The concept of the upmarket café changed, and with that the clientele changed.
- The original plan was to have the kitchen open six days a week; however, that became seven days and as a result Karl became exhausted.
- Karl trusted the respected business person he subleased the kitchen from and the agreement of the lease was done with a handshake rather than a contract.
- Gradually changes were made; a poker machine was installed, then a dartboard and finally two pool tables. Karl opposed the changes each time but was not listened to.

- He felt cheated; this was not the agreement they had made.
- Due to frustration and anger, the stress levels increased and his health deteriorated as a result.
- The takings of the kitchen went down because the clientele changed. This clientele came for the drinking, not for the food.
- The co-dependence of the bar and the kitchen. According to the liquor license, food had to be available when the bar was open.
- The kitchen could not be locked up separately; no gates, doors or grills were put in place to lock the kitchen and food counter.
- Karl had to change his menu to bar snacks but he was not happy providing these.
- The café was on the second floor of the building and so it was more challenging to attract customers than it would be on street level.
- Holidays consisted of a few days occasionally but he could always be called back in.
- Managing staff was challenging for Karl.
- Staff occasionally gave 'free' items to friends, such as a coffee or snacks. As a result Karl did not trust his staff anymore so he worked by himself till closing time in the operation.
- He sought legal advice and called meetings to resolve the sub-lease agreement. This required his time and money.

Losing money in the business and feeling like a failure, four years after Karl started the business he removed all his equipment and left self-employment. He took the owner of the bar to court and won the case but did not gain financially. He started temping as a chef and enjoyed the freedom of selecting the jobs he wanted. He was asked to relieve a guest lecturer at a catering school and this extended to a full-time lecturing position. He has now been in this position for nine years. Karl does not exclude the possibility of starting a small café north of Auckland but he never wants to be in a partnership.

4.11 Bruce

Bruce worked in restaurants as a waiter, followed by working as a bartender and then managing hospitality businesses overseas. He always kept in mind that perhaps one day he would start his own hospitality business. He regarded ownership as being the pinnacle of the hospitality career. Although working for a couple of years in an office after his hospitality experiences, he found this job terribly boring. With a lawyer friend

and a female partner with money, the three started a cocktail bar in the South Island. The three of them managed the operation as if they were organising a party and although it was popular, there were lots of issues that had to be dealt with. Five years later the operation was sold. Below are the factors that contributed to the decision to sell:

- The partners had to borrow most of the capital needed for the operation, apart from the amount the female partner brought in.
- Bruce explained that he started the business with the illusion that he knew everything, not realising there was more to owning and managing a business than what he had gathered from paid employment.
- Although Bruce had extensive hospitality operational skills, he lacked business skills, particularly financial skills.
- The partners were not paying much attention to the business aspect of the restaurant-bar. They wanted to create a party atmosphere and have a good time.
- Money was everywhere, and was grabbed when needed. No one had any idea where the money came from and where it went. There were no control systems in place.
- After six months of having great fun, the bills started to advance on them and the income started to decrease. Stress levels increased, and important decisions needed to be made but none of the partners knew what to do.
- The lawyer partner left the business after one year.
- The market changed and the partners did not know how to change with it.
- Breweries opened several large barns with bands and cheap alcohol in the small town. These barns started attracting progressively more of Bruce's market.
- A number of good restaurants opened up around them so they had direct competition and their market share narrowed.
- By trying different things and making changes, they were losing their own market because their clientele was unsure which direction the management of the restaurant-bar was taking.
- By economising on expenses, the restaurant-bar started to look cheaper and the business went into a downward spiral.
- The woman partner became Bruce's future wife and they started to consider a family. Realising how demanding the restaurant-bar was, they wondered how to balance the two.

- The first two or three years were fun, but then Bruce started objecting to the hospitality lifestyle.
- There was substance abuse in the form of alcohol and drugs, which was never a good business combination.
- He describes that spiritually he could not afford the excessive lifestyle anymore.
- Bruce was around thirty years old; physically he could not manage the business anymore.
- Bruce realised he wanted to leave hospitality, but he did not know what else to do and felt trapped. He started university study to take a break from the business operation, leaving his partner in the business.
- Bruce started working outside the business, taking on a full-time position.
- Five years of non-stop working started taking its toll. The couple was conscious of the fact that they were exhausted.
- Bruce's father became terminally ill and he decided to look after his dad during the final months of his dad's life.
- The family thought that if Bruce did not become a professional like his father then being an academic or a lawyer was good. However, hospitality was not considered equal to those professions.
- His parents did not value Bruce's ownership of the restaurant-bar and Bruce did not value it much himself.
- Bruce had a bachelor's degree and did the first year of a master degree prior to his working career. The degrees were not related to hospitality, and Bruce could have applied what he had learnt in another field of employment. He might have been affected by the general idea of New Zealanders that hospitality is not a highly regarded profession.
- Being from outside the district, Bruce did not feel he counted in the conservative society in which the restaurant-bar was located.
- Being outsiders in the small South Island town meant that hospitality owners had no status outside their own small circle.

After five years Bruce and his partner moved back to Auckland and managed several hospitality operations together before he started as a lecturer in hospitality management. He uses the experiences he had had in the restaurant-bar he owned as examples in his teaching. However, his interest and passion for working in the food and beverage industry is gone and he would not want to go back into the industry. One of his

recurring nightmares is to wake up and find he is back in the restaurant-bar and not in the education sector.

4.12 Carlos

Carlos followed his older brother to New Zealand from the United Kingdom in 1981. He had been the owner of a bistro in Jersey for four years but went into paid employment as executive sous-chef and later executive chef in several different operations in Auckland. He then became a chef lecturer. He left this position in 1996 to pursue his own business aspirations. The first operation was in a northern suburb of Auckland and located in a shopping mall, selling sandwiches and roasts. He had a business partner and they expanded the business eventually to five shops in different malls spread over Auckland. Financially they were doing well but in 2003 Carlos decided to leave self-employment and sold his share to his business partner for the following reasons:

- The first sandwich and roast shop that Carlos opened was a “cash-cow”. The operations that followed never reached the high level of return on investment that the first shop achieved.
- The second shop drew customers away from the first one so the profits of the first one decreased.
- The partners bought a business that was selling not only sandwiches but also roasts. The profit margins on roasts were quite low so the partners had to develop menu items that would yield higher profit margins.
- According to Carlos, this type of business needed hands-on partners, not managers. Carlos and his partner did not perceive employing managers as a viable option since they were dealing with considerable amounts of cash and they wanted to prevent a lot of wastage.
- As an entrepreneur, Carlos describes himself as “pretty selfish and self-centred”. The business was “his affair”. This was not conducive to a relationship although he was in a relationship during the period he owned the business.
- He felt he needed to control everything and he was unable to step back and hand over the management of the business. As a result Carlos became fatigued.
- Carlos believed that when a business reached its pinnacle point, it was the best time to sell the business. It was never his intention to keep the operation.

- Hospitality is described by Carlos as having unsociable hours, lots of hard work and low pay. Carlos was on a set salary per week, which did not compensate for the time and energy he put into the businesses. All other profits were invested back into the business so it could expand.
- Irritations between the two business partners surfaced. They have remained friends, but Carlos suspects that had they stayed in the business, this would not have been the case.
- The business partner's wife started to work in the business and their children were growing up and assisting in the business. Carlos started to feel superfluous.
- Carlos was tired; his age started to affect his energy levels.
- He was in need of a good, long holiday, because he was physically and mentally exhausted.

Carlos sold his share to his business partner and exited self-employment after seven years. He was a silent partner and mentor in a coffee shop venture until six months ago. Carlos went back into the education sector. Although self-employment still has an attraction for him, he believes that at his age the regular hours, the likeable colleagues and the fantastic resources available in education are a better option. The business is still in operation although it has been reduced to three sandwich shops.

4.13 Fred

Fred was working as a chef in a catering company but his position was disestablished and he was made redundant. Without other employment opportunities but with ample experience in the catering business, Fred started his own catering company in 1996. Fred needed flexibility in his employment because he had a child overseas and needed to take leave from New Zealand for extended periods each year. The base of the operation was located on the North Shore of Auckland. With a truck or van, Fred and casual staff were able to cater over an extensive area. Although he was in demand, financially successful, and experiencing personal satisfaction, Fred decided after five years to go into paid employment. Below are the motivations behind the transition:

- Fred had the feeling he was “on a treadmill”, not daring to turn work away because he was always wondering where the next job would come from.

- At the start of self-employment his personal outgoings were modest; however, Fred could not however maintain these modest expenses as his family extended.
- Finding suitable accommodation during his overseas visits to his child became increasingly difficult so Fred decided to make less regular visits overseas.
- When he was overseas Fred was working in paid employment in the hospitality business, and he realised how his stress levels diminished because of decreased responsibility.
- Even though he worked hard and long hours when overseas, he felt refreshed when he came back to his own business in New Zealand. However, when these breaks ceased the opportunity to recharge his energy fell away.
- He felt he was not able to share the responsibilities and workload with anybody.
- Fred tried to merge his company with a friend's catering company but neither wanted to give up their share in their own business; both identified with their own business. So although he was aware of the different options available, Fred could not distance himself from his company.
- The clientele expected Fred to be present at their functions. The catering was operating at all hours when required by his clients and this could mean that Fred was working till three in the morning at one function with the next assignment starting at six, just three hours later. Fred found the business increasingly demanding.
- In the relatively unstable economic environment, he was looking for a more stable income.
- An employment agency contacted Fred for a corporate position as training consultant. Fred felt that the change might be a welcome career advancement.

After five years of self-employment, Fred went into full-time paid employment. He worked ten months as a training consultant, spent four years as the service manager of a hospital and for the last five years he has worked as a chef lecturer. He does still operate his catering business part-time because of the financial gain and because it also gives him credibility with his students, peers and the hospitality industry. He enjoys the security that the paid employment offers and being able to provide for his family.

4.14 Hank

Hank had been a chef for twenty years when an opportunity arose to start his own restaurant in an inner suburb of Auckland. He undertook the enterprise with a front-of-

house partner and a financial silent partner. The 35-seater restaurant received favourable reviews in magazines, he got good feedback from the customers, and they build up a loyal clientele. Four years later the restaurant was sold and the factors that contributed to making this transition are described below:

- Both partners were inexperienced in the purchase process; Hank and the front of house partner were unable to estimate a fair price. Because of this, Hank believes they paid an inflated price, which put them at a disadvantage from the start in terms of the repayment.
- Hank and the front of house partners had no savings to put into the business so they needed to borrow the maximum amount.
- The small sized restaurant was unsustainable. The partners contemplated extending the operation, but this did not eventuate.
- The small size of the restaurant also made it difficult to staff.
- On quiet days, Hank felt stressed at the thought of not being able to pay the bills.
- No marketing strategies were put in place to attract customers. As it was a neighbourhood area, the business seemed to keep going.
- Hank felt he was tied into the business and unable to get away from it; since it was open six days a week, the business was all encompassing and became his whole life.
- Hank perceived hospitality as an unhealthy lifestyle.
- The front-of-house partner became ill around the Christmas period and the dynamics in the restaurant changed.
- Hank worked too hard and too long, 65 to 80 hour weeks, and that took its toll. He felt increasingly tired.
- He had no holidays during the four years of self-employment.
- Hank's marriage ended because the self-employment was very stressful. He had no other outlet to express his stress, and his wife took the brunt of it. He was tired, stressed out, and was unable to talk about it.
- The hospitality hours were not conducive for relationships.
- Alcohol was easily accessible in the restaurant. The regular consistent consumption of alcohol might have affected his mood and general wellbeing.
- The restaurant did not earn the money they had anticipated.

- The thought of a world event approaching in the area was daunting; masses of people would be congregating in the suburb, and Hank wanted to turn away.
- A buyer made an offer, and Hank and his partners accepted the offer.

Four years after starting the restaurant, Hank went back into paid employment. For the last eight months he has been in charge of a café and works about 50 hours per week. With the right setup and the right partner, he might be tempted to start another restaurant but at the moment he feels relieved not to be owning a business.

4.15 John

John was born in a hotel because his parents owned it, has a degree, and worked in large sized hospitality operations. He developed a stocktaking system that was assisting bars and restaurants in Auckland with their stocktake control. If discrepancies were identified he gave advice and helped the clients to solve their problems. He owned the stocktaking company for six years. During his last year of the company John's wife started a restaurant north of Auckland. Initially he was not involved but 18 months into the restaurant the realisation that his wife was financially struggling made him take action. He sold the stocktaking company, invested a reasonable amount of money in the restaurant, and focused on developing systems for the restaurant in conjunction with his wife. The restaurant became successful and John and his wife sold the business after five years. The decision to sell the restaurant was based on the factors below:

- John was raised in the hospitality environment, and he knew how much work was involved managing a small restaurant. Against his better judgement the restaurant was purchased but he never really approved of the venture.
- The community of the small town in which the restaurant was created was initially opposed to the high class restaurant with its slow food and best organic produce from around the region. It took a year to establish a clientele base.
- John had commitments to the family and the voluntary and community work that he was involved in. The restaurant was a big drain on these (chosen) obligations.
- John only became involved in the restaurant operation because of the financial mismanagement of his wife as he was busy with his own (stocktaking) business.
- John chose not to work on Sundays as this was his religious day. Sundays were however, the busiest day of the week in the restaurant.

- John's intention had always been to sell the restaurant after three and a half to four years, once it was successful. John believed that the profitability of a business is gained through the sale, not through operating it.
- Part of the business concept was to teach John's children a trade, and this had been achieved.
- The small business was not what John wanted. He liked large sized operations, operating multiples of businesses, and leading teams of people.
- There were disagreements with his wife regarding the operation of the business; therefore, it was agreed that John would leave to start a paid position.
- The restaurant could not afford two owners.
- John started going into paid employment while his wife managed the restaurant.
- The children were leaving home to either start their own families, or to take up paid employment.

The restaurant was sold in 2004. John was the food and beverage manager of one of the largest hospitality operations in New Zealand for three years. He opened a new group of five-star hostels and is currently restaurant operations manager.

4.16 Ian

At the age of 16 Ian started his culinary career working at a local Chinese takeaway shop. He placed potatoes into the peeling machine, transferred the potatoes to be cut up into the chipper, and then blanched them in the deep fryer before he left for school. He did a chef's training in Auckland before working as a chef in Europe, United States of America and Asia. He stayed in Asia working in a French restaurant, and met his Asian wife. He changed his career to teaching English because it was financially more rewarding. After six years in Asia, the couple, now with one child, came to live in New Zealand. Ian was working as a chef in a fish restaurant when the opportunity presented itself to start an Asian restaurant. The motivations behind the self-employment were being approached by an agent; observing others being successful in the business; to prove himself as a chef; and better family prospects. Another child was born a few months before the venture opened. The 30-seater restaurant was located in a newly developed area in Auckland which was purpose built for a world event. In the summer another 30 seats could be placed in the outdoor area. Six years later they decided to sell for the following reasons:

- Both Ian and his wife were naive about the business world and did not know how systems worked. Auckland City Council legislations and Liquor licensing applications were some of the extra challenges in the early days.
- They had no marketing strategy. The restaurant was mainly reliant on word of mouth for publicity. In the first two years especially, the restaurant would have benefitted from a proactive approach, such as using advertising.
- Pressure on finance in quiet times caused stress.
- Frustration when, for example, the pubs around them were busy but the restaurant was not.
- Ian wanted to spend more time with his family. The restaurant took up most of his time while the children were growing up. He did not see the children during the week, and in the weekends the children would come to the restaurant and perform small chores. Au pairs helped with the house and the children.
- Most Sundays and in the school holidays the restaurant would be open so family holidays and time with the children were challenging to organise.
- In summer the restaurant was open for trade seven days a week; there were no breaks for Ian during this time.
- The restaurant had been operating during several world events, national events and regional events. Ian had accomplished what he wanted to achieve: financial success and overall satisfaction.
- It was a good time to sell; the area had developed over the years into a popular destination for people to drink and dine.
- It was leading into summer and therefore there were more buyers interested in the restaurant, increasing the selling price.
- One year of schooling in Asia was arranged for his daughter before she entered a new school in New Zealand.
- Selling the restaurant gave the family the opportunity to go to Asia for a year, which was their aspiration.

Ian and his family went and lived with his wife's parents in Asia for one year. Once back in New Zealand, Ian became a chef lecturer and has done that ever since. It is not on his agenda to go back to self-employment although his wife has often spoken about a café. He feels he has developed more in the last four years in terms of food style, work ethic and people skills than when he was in self-employment. The education sector has been a positive learning curve for Ian and he would be happy to remain in it.

4.17 Gary

Gary is the last of the 16 participants in this chapter. As a young boy of eleven in a rural town in the North Island of New Zealand he started his culinary career by cooking fish and chips as a part-time job. After five years he moved on to a hotel chain and then to Auckland for his chef's training. He worked with some well-known chefs in the hospitality industry and completed his overseas experience. Gary believes he went into self-employment as a natural progression, looking for "the next rung on the ladder". Family money became available to borrow for the restaurant. He and his wife had two consecutive restaurants and owned them each for four years. Both restaurants were located in Auckland. The first restaurant was a 55-seater. It was very successful and was sold because:

- Gary and his wife wanted to start a larger restaurant.
- They still had enough energy to undertake a new venture.

The second restaurant was a 155-seater and a bar with 55 seats. They were not just successful financially; they also won the best brasserie and the best front-of-house in New Zealand awards. The reasons for selling the business were:

- Both Gary and his wife wanted to start a family. She needed to take time out to undergo in vitro fertilisation treatment to achieve this, and the business was sold to achieve a successful pregnancy.
- They did not see how hospitality self-employment could be combined with a family.
- The lifestyle was not satisfactory anymore. They wanted to reclaim their life.
- Gary and his wife lost touch with many personal friends as a result of their hospitality career and their personal and social life suffered.
- Gary felt his menu writing was getting staid and lacking in originality.
- They were unable to be proactive and had the feeling that they were waiting for things to happen rather than make them happen.
- Gary changed from working seven days in the kitchen to three days. On the other days he worked front-of-house but felt he was depleted of fresh ideas.
- There were problems with front-of-house employees.
- Gary felt that they were ready to move on and do something different.

- They were looking for more growth in the enterprise but were unable to replicate the formula.
- The couple had accomplished what they wanted to achieve with a turnover of two million dollars a year; they felt they had done well.

Gary and his wife sold the business in 2003 and now have three children. After being a salesman in hospitality products for eight months he started as chef lecturer. Although he could go into self-employment, he prefers the paid position as he is less fatigued than in self-employment, he is able to up-skill through further studies, and there is “a ladder” for promotion.

4.18 Summary

Data from the transcribed interviews was analysed and presented in this case record chapter. An interpretive paradigm was used during all steps of the process. The interpretivist paradigm, according to Geertz (1983, p. 42) is “that what we call our data are really our own constructions of other people’s constructions of what they and their compatriots are up to”. After the data was interpreted, the case records were designed to present a clear overview of each participant involved in this study as well as the motivational factors that were involved in their exit from entrepreneurship. These case records give evidence that is difficult to generalise as each participant’s unique past, present and future (what they wish to achieve in the future) influenced the exit process.

The 16 participants all felt that the experience of being a hospitality entrepreneur had been an important period in their life and a major factor of growth in their personal development. The experience assisted them in their subsequent career pathway and many still draw on the benefits from the enterprise, such as financial comfort, a good reputation, respect from colleagues and clients, knowledge that can be used in paid employment, and a collection of fond memories.

The intensity and passion of the participants’ words conveyed the deep emotions that they experienced during the business and during the transition to paid employment. None of the participants expressed at any time that it had been easy to exit the operation, only that it was a necessary step to take for their health and well-being. Once they decided to exit, they were in suspense while waiting for a buyer for the operation. This created stress but after the operation was sold and they had departed a sense of relief was felt. However, the decision to exit was for all 16 participants not an easy one

to make as they had invested greatly in the business, particularly on an emotional level. Goleman (2006, p. 50) posits that “emotional life is richer for those who notice more” and that women feel emotions more strongly than men do.

The participants’ reflections on their experiences are encapsulated in these representative comments:

Nina: It fulfilled everything on every level for me in terms of business and more so, it was exhilarating, it was like being on a rollercoaster ride every day, I loved it, it was really exciting.

Gary: You can’t go backwards, it’s not something you can change. Everyone has regrets when they step away from that sort of position, because there’s so much part of your life that’s sort of hollow when you leave it. I guess it’s like alien to kids leaving home sort of thing, where people have been involved in their life so much that there’s so much ... I don’t know... not resistant to change, but resistant because of change.

The list of reasons for leaving self-employment is long and varied; no participant had the same conditions as another although several similar themes across the case records were found and will be discussed in the next chapter. However, the aggregate of the motivational factors for each participant need to be put on scales to balance the advantages of self-employment and disadvantages of paid employment on one side and the disadvantages of self-employment (push to exit self-employment) and advantages of paid employment (pull to exit self-employment) on the other side. A combination of all these elements was involved to make the decision to return to paid employment. Once the scales clearly weighed more on the side of the disadvantages of self-employment and the advantages of paid employment, there was a rationale for the decision to exit.

Chapter 5 Findings

5.1 Introduction

Data was derived from the interviews and used for the case records (previous chapter) and then placed into themes (this chapter) by using an interpretive paradigm. Themes were not derived from existing theories; rather, the researcher immersed herself in the interview transcripts and let categories emerge on their own. Although some themes, for example ‘family’ and ‘health and stress’, were mentioned by the majority of participants, the themes were not chosen by quantifying the data. Some themes, such as education, planned exit, and intuition, were chosen because they stood out; ‘education’ because it was inconsistent with findings of prior studies and ‘planned exit’ and ‘intuition’ because they had not been identified in prior studies. Some themes were straightforward and could be easily identified because of their transparent content, while others were harder to identify because they were partially based on the hidden content in the text. Quotations excerpted from interview transcripts were used to further describe the identified themes, as well as to illustrate the situational contexts in which the criteria were applied.

Narrative analysis is used to interpret data in this study. Narrative analysis permits a holistic approach to discourse that preserves context and particularity (Riessman, 1993), when the researcher is working in an interpretive paradigm. The goal was to identify important themes within a narrative and to provide a rich description of the social reality created by those themes as they are lived out in a particular setting. Through careful data preparation and interpretation, the results of narrative analysis can support the development of new theories and models as well as validating existing theories and providing rich descriptions of particular settings or phenomena.

The first part of this chapter focuses on defining success and how participants described the success of their business. A variety of success factors were important for the participants because these factors were outbalancing (for a period of time) the motivations to return to paid employment. If there had been no level of success, participants would have most likely exited self-employment much earlier.

The findings of the interviews are discussed in ten major themes. These are family, work-life imbalance, health and stress, age, planned exit, security and stability of paid employment, education, expectations of others, lack of development and intuition. A

section on reflections on what participants might change if given a second chance to re-enter self-employment adds an insight into the important motivational factors that that made the participants decide to exit entrepreneurship.

1. Family: It was anticipated that this would solely involve dependent children. However, it became evident during the interviews that partner or spouse, parents, grandchildren and unborn children were also part of this theme.
2. Work-life imbalance was the result of the fact that most participants were unable to withdraw from the business, either because they felt financial pressure or felt obligated to the customers to be constantly present.
3. Health and stress: Business pressure had an effect on the health of the participants and increased their stress levels. The vicious circle set the stage for burnout and increasing fatigue resulted in less productivity and decreased customer satisfaction. Therefore, the owners worked longer to maintain productivity, but reduced recuperating time increased their fatigue. The immense time commitment required to manage the operation was evident.
4. Age involves the life cycle of the participants and the fact that energy reduces with maturity. As all participants are currently in paid employment, it excludes retirement.
5. Planned exit prior to the start of the operation is a theme that has not been identified in prior studies. It is for some participants connected to the previous theme of age, as they were close to 50 years of age when they started the operation. Further, many participants believed that to gain financially from a hospitality business it is best to buy the business at a low price, develop and build it up and then sell the business for a profit rather than work hard and manage the business on a daily basis and gain profit from the financial turnover. This return on equity is one percent in small hospitality businesses (\$60,000 - \$300,000), two percent in medium (\$300,000 - \$800,000), and 17 percent in large (\$800,000+) annual turnover in cafés and restaurants (Inland Revenue Department, 2010) and is perceived the regular income for the owner. Other participants had set themselves a goal or challenge and once this goal had been achieved, either financially or non-financially, they were satisfied and prepared to sell.
6. Security of paid employment: all participants had experienced paid employment prior to self-employment. Therefore, they were aware of the security and

stability of paid employment as compared to the insecurity and instability of self-employment. The gap between security and insecurity widened as the economic environment became more unstable and the participants' responsibilities toward a larger family (more children and grandchildren) increased. The grievances of not having the benefits of paid employment such as holiday pay, sick leave, maternity leave and bereavement leave in self-employment were mentioned.

7. Education: Prior research on education in entrepreneurship (e.g. Avcikurt, Altay, & Ilban, 2010; Camillo et al., 2008; Lin, Picot, & Compton, 2000) showed that self-employed people with higher education levels (such as a degree) stayed longer in business than people with lower education levels. However, this was not the case in this study.
8. Expectations of others, such as parents and the community, influenced some participants to exit entrepreneurship. Hospitality was not the career parents had envisioned for their children, neither was it perceived by the community as a highly regarded occupation.
9. Lack of personal development: The small business owner was working alone or in a small team and eventually this solitary position was experienced as isolation. The lack of any exchange of knowledge resulted in the feeling that they were becoming staid and uninspired. This lack of personal development became a motivation to return to paid employment as interaction with colleagues was perceived as stimulating.
10. Intuition: Some participants described 'higher' aspects of the business as being outside their control, and this led to the theme of intuition.

The chapter finishes with a quote from each participant, stating whether they would consider self-employment again, and if so, what they would like to change. Nine participants said they considered returning to self-employment, two were not sure (both age restricted), while five said a definite 'no' (one age restricted).

5.2 Defining success

Participants in this study had to have had a minimum of three and a half years of hospitality self-employment and also some degree of success. This understanding of success was solely based on the opinion of the owner. The definition of success is "the accomplishment of an aim or purpose" (Concise Oxford English Dictionary, 2011, p.

1439). Success can be conveyed in various ways as each person has different aims or purposes. Participants in this study expressed their accomplishments, achievements and pride in their enterprise. These were not just articulated in financial terms, consistent with Morrison's (2000, p. 59) study in which she posits that entrepreneurship "is much more holistic than simply an economic function, and represents a composite of material and immaterial, pragmatism and idealism". All the participants indicated that their businesses were successful although the income of one business had considerably decreased in the final months of the operation. Many participants indicated that it was not only the financial reward that motivated them to initiate and continue in self-employment as long as they did but also the feeling of success. Although participants were not asked how successful their businesses were in financial terms, some shared this information to indicate their success.

5.2.1 Financial success

Pip: We built it up from \$1,200 the first week, and when we sold it, our last week was \$26,000. So we worked, so it was very good, so it was great building it up.

Maria: On a New Year's Eve we turned over \$100,000.

Carlos: With those three businesses we took nearly three million a year.

Gary: We'd been turning over more than two million dollars in the last year. So look at some of the figure, we were doing really well. We could have carried on.

Success was also expressed in terms of awards they had won and satisfied customers they had served. The awards made the operation and owners become respected and as a consequence attracted additional customers. Satisfied customers are a key performance indicator that the service is matching the customers' expectations (Winsted, 2000). Both awards and positive feedback from the customers gave the entrepreneurs a sense of accomplishment.

Emma: Yeah, we were successful. Won lots of awards, people were really happy with what we offered. Yeah, I think we'd got a fantastic reputation.

Karl: Satisfaction of people; I used to get my reps from when I was working in [business] come and see me still. They had a stall and they would come and ask 'Would you like to come and cook and be the guest chef at the foodshow?'

Fred: The best thing was the client feedback that we used to get... that certainly was the best part of it.

Hank: There was a sense of ownership I think, which was important. Well, just being labelled that you were 'an owner' which is quite nice. An owner of a restaurant that did well, which got favourable reviews and good feedback from the customers and a loyal following of clientele who came back again and again. I guess it gave us a good name; it gave me a good name.

Gary: So she [spouse] won best service front of house, and the restaurant won the best brasserie in the Corbans. So that really launched us in that sense.

Some indicated that they were successful in their lifestyle. Lifestyle “represents an extremely elusive and qualitative concept, determined by the values and expectations that the owner-managers largely select for themselves” (Getz et al., 2004, p. 28). The entrepreneurs were potentially concerned with “survival and securing sufficient income to ensure that the business provides them and their family with a satisfactory level of funds to sustain enjoyment in their chosen lifestyle...” (Morrison, Baum, & Andrew, 2001, p. 17). In this study the lifestyle that was suggested by some participants was a substitute for the party atmosphere they coveted, or the celebrative social gathering they tried to (re)create in their operation.

Olga: Oh we had a great lifestyle for late twenties with no children. Completely.

Emma: It's a style of lifestyle, it's a lifestyle. And when you're in it... you know when I was in it, I was fantastic, everyone loved me, they loved the restaurant, they loved what we offered, the customers were always happy, we had a great time, it was my social life.

Bruce: It was great. And I think in that sense, for me personally, it's a sort of funny way to define successful. It was very successful, because if I hadn't, I don't think the amount could have burned out [the nightlife, women and drugs], and taken it to the end point. I'd still be doing it. Yeah, I would still be doing aspects of that. So, yeah, it was good in that sense. It provided an amazing lifestyle and for a couple of years it was really fun. You had the sort of fun that most people don't have; rock 'n roll star fun. And that was important to me. So that was good. And it was successful that I met my partner. And it was successful that it gave me all the experience and knowledge that I now [use in my work]. And money, yeah everywhere, money flying in the air, women, money, drugs, booze, it was great.

Although financial success is essential to any business for corporate survival (Cassar, 2007; Pizam & Ellis, 1999), non-financial criteria were often more important to participants in this study. Many expressed their success in personal terms, such as the satisfaction of working with a spouse and of training staff.

Lea: It was a joy. It was lovely to train people. And actually one young girl who came just doing weekend work, she actually became the commis chef of the year. I started training her, because as a chef, you're a teacher anyway. You have to teach in a kitchen, because it is about passing on your skills. And so I really loved that.

Dora: Working together was the best thing and we succeeded in training a lot of people, making a lot of people happy, good feedback from our regular customers, who became friends, a lot of them.

Operations are only viable if they are financially solvent, but the non-financial aspect of the business was often just as important for participants. Gorgievski, Ascalon and Stephan's (2011, p. 222) claim that "personal satisfaction was the most important success criterion for the largest number of business owners (44 percent), followed by profitability and satisfied stakeholders". Participants expressed their successes in many other ways as illustrated by the following quotes, affirming that success can be communicated in many different ways.

Olga: I think we were successful. I think we could have been more successful, of course, in hindsight, my God you know what you would do when you were doing it again. But I think we were successful in that we... people still talk about our time that we had [the business].

Nina: We were incredibly successful. Silly little measurements, like the egg-man. We would buy 25 trays of eggs a week and sell every one of them, and the next woman that took over the business sold seven [trays]. So, you know, we had a strong following. It was a very well-run business, and we did very well out of it.

Maria: No, I think I've been successful in what I wanted to do, and that is most probably creating a lovely environment. Yeah. What I think is a nice environment, calm environment, people happy. I mean I had people leaving the restaurant saying 'that was wonderful, I really enjoyed it'. I never have anybody saying they did not enjoy it.

5.2.2 Financial challenges

Finances, or irregularity of income, did cause stress with some participants, particularly during quiet times. Some participants admitted to being ignorant of the market value of the establishment they bought, not knowing how to manage the accounts, having weak financial systems in place, having little financial commitment towards their business or being careless about how the finances were controlled.

Dora: Cash flow was always a challenge, but we always paid the bills, always paid the staff, that was the main thing. It was the finances that caused us the stress.

Bruce: We knew, we had no money, we had absolutely no cash, so it was the usual [ha ha] hospitality plan. - We ran it poorly in a financial sense, but gosh we had a good time. - So money came in, money went out. Who knows what went where. As long as I had something I could grab and go and have a good time.

Hank: We shouldn't have paid as much to start with. Which I think probably affected us, because we were green, and we did not know any better, we did not know to gauge a fair price or an unfair price for what we were undertaking as far as the loan went. I think we paid an inflated price, and that put us on the back foot from the start, repayment wise. That would be a major thing.

Hank: I guess when it's such a small business, on quieter days you really feel it. If it's not constantly busy enough, making enough money to pay the bills I guess. You need to pay the bills and staff. If you're not doing that, it can get very stressful very quickly. You can't drag people through the door can you? So if they're not coming, they're not coming.

John: We were making a lot of money, but we were losing a lot of money. The first winter, we... probably so often with people in hospo; basically maxed out on the credit card, mortgaged the house, that paid the wages through the first year.

Ian: I think there was certainly pressure on finance. Just frustration, I mean the whole area was a bit quiet. And rugby on Saturday nights, and the pub was busy, and we weren't, those sorts of things.

Only two participants said that finance was the main reason for selling or closing down their business.

Lea: Financially drained. Yes, because you walk away from this business that had it been sold would have kind of set me up

for retirement. And it's gone. You've walked away with basically the beans and rice. And equipment that couldn't be taken out; you just had to walk away from it.

Karl: I had a choice, I could have stayed there. I removed myself, because I was not happy with what was going on. Pushed? I removed myself. I suppose it was my decision to leave. I knew there were jobs out there, because of the contacts I had. My fear was losing money, I hate losing money. That was the only thing.

Both Karl and Lea were successful in the early stages of their operations. However, in the final stage they were unable to sell their business for what it had been worth previously. Lea exited due to the bankruptcy of the garden centre in which she operated and from whom she sub-leased her café. Karl exited due to the change of concept of the upmarket café in which he sub-leased his kitchen. With the change of concept the café was attracting a different clientele, and Karl had to adjust his menu, much to his dismay.

The participants' views of success were consistent with those given in other studies, such as "small business owners put personal and interpersonal criteria above business criteria" (Gorgievski et al., 2011, p. 224). In a study by McElwee and Al-Riyami (2003) the majority of women measured success in terms of the reputation of their business, followed by satisfying others, self-satisfaction, and profits or business growth. Moore and Buttner (1997) posit that women in the USA determine success internally in terms of personal growth, professional development and improving one's skills, rather than measuring it externally in profits or business growth.

The central question of this study is 'why would an apparently successful hospitality entrepreneur go back into paid employment?' The answers to this question are discussed in the following section of this chapter.

5.3 Why go back into paid employment after self-employment?

In this part of the chapter, the reasons to sell and leave these apparently successful businesses are discussed. These reasons are placed in themes. The major themes are introduced in section 5.1. Although separately presented with their own headings, these themes are undoubtedly interconnected, especially the first three: family, work-life imbalance, and health and stress. Except for the first theme, family, the push and pull motivational factors connected with the themes will be discussed in the next chapter. The reason for this is to show that within a theme there are sub-themes that can belong

to either of the motivational factors. Therefore, many of the main themes cannot be placed in just one factor.

5.4 Family

The five pull factors and four push factors Kirkwood (2009) identified were discussed in Chapter 2. “Push factors are characterised by personal or external factors (including a marriage break-up) and often have negative connotations” (Kirkwood, 2009, p. 346), whereas “[pull] theory contends that individuals are attracted into entrepreneurial activities seeking independence, self-fulfilment, wealth, and other desirable outcomes” (Segal et al., 2005, p. 44). One of the push factors identified by Kirkwood (2009, p. 352) was “children (of those participants with children)”. She claims in her study on motivational factors for becoming an entrepreneur that 75 percent of women were motivated to become an entrepreneur because they were having children compared to 22 percent of men. The same motivational factor, children, was identified as a factor that motivated women to exit entrepreneurship and to re-enter paid employment. The participants in this study were influenced not only by the children they had but also by the children they wished to have, or their grandchildren.

The importance of children, as well as grandchildren and expected children, became apparent during the interviews. During the business operation, eight participants had a child or children, and at the time of the interview eleven participants had a child or children. (See Figure 5.1)

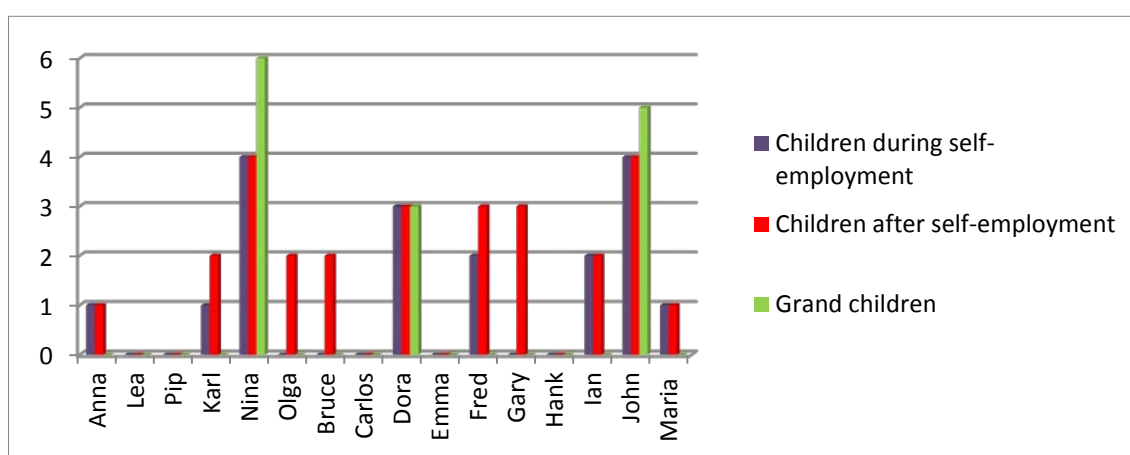


Figure 5.1: Participant's children and grandchildren during and after their business

Ten participants identified family, including children, unborn children, grandchildren and aged parents, as a motivational factor to make the transition to paid employment.

Only one participant with a child during the self-employed period and one after the operation did not indicate that the family was a motivational factor.

Once the motivational factors were discussed, participants were asked if they felt they were pushed or pulled out of self-employment. As presented in Figure 5.2, family as a pull factor was the most common reason provided by participants for leaving their businesses, especially for men, with all five male participants reporting this.

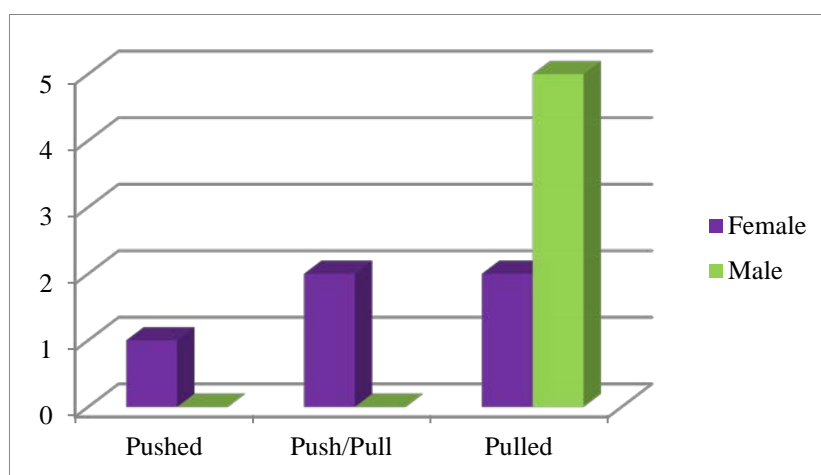


Figure 5.2: Family as a motivational push and pull factor

Many participants indicated that family was a motivation to sell their business. Most thought that hospitality work was not a positive environment conducive to raising their children. All participants mentioned several motivations that made them decide to sell their business (see Chapter 4). However, ten participants identified family as the main reason. Interestingly, some participants initiated self-employment because of family, consistent with the finding by Morrison and Teixeira (2004), who identify family as a motivational factor to enter entrepreneurship, and then use the same reason to exit the business.

Olga: It was at the decision where I look back, where either have children, put roots down in ... That's the thing, that's what I understand when people disappear in hospitality, that's where they go, the elephant graveyard is a play centre or a kindergarten. You know, because children in hospitality they don't..., especially that sort of business where it had the nightclub with it, it would never work.

Dora: We're getting older, finance, family, I want to spend more time with the kids [children and grandchildren].

John: Lifestyle reasons as well. We both have commitments to our family... ...and my family is much more important to me...But it is a big drain on your family having a business like that.

Ian: Family growing up. My son was born only a couple of months before we started trading. Yeah, so he grew up through all that. I think, that was the main reason [to sell the business], just family time.

Karl's first son was born the day his business opened. He did not sell the business because of family reasons, but when he had his second son seven years after his first son and had no business anymore, he realised what he had missed.

Karl: Originally we were supposed to be open six days a week; we ended up open seven days a week, long hours, so for the first four years I never got to see my son". ... No, I don't regret it, because I had the experience with my second son. He came along when my first son was seven. I made up for it. But I was a lot more helpful, a lot more hands-on with my second son, than I was with my first one.

Maria raised her child from the age of three through the last four of the six businesses she owned. In the first business with her husband and in the two others following her separation from her husband she looked after the child. In the last one she only had the child with her in the holidays while her husband had the child at all other times.

Maria: My son was quite young then and also the marriage broke up...Well it's difficult in a hotel with a child you know, because ...well they're living in it. When they go to their friend's place and they go to have dinner there and they ask him what he likes for dinner and he'll go 'I'll have a pot of chips' or 'I'll have a seafood chowder thank you'. I think we've got a son who doesn't know what a normal lifestyle is.

Fred went into self-employment because he had a child living overseas.

Fred: I started my business, because I needed flexibility in my employment, because I had a young [child overseas]. So I was able to work here in New Zealand for the majority of the year and be flexible enough to take extended periods to [city overseas].

After five years of full-time self-employment the reason for changing to part-time self-employment and full-time employment was the larger family that he had to provide for.

Fred: I was drawn out of self-employment. It was an employment consultant that approached me and ... it was a security thing. - I've got some fairly hefty fines; I've got a big mortgage at the moment.

Kirkwood and Tootell (2008, p. 298) conclude that flexibility often appears to be an advantage of entrepreneurship, particularly for women. They suggest that this flexibility

may be “somewhat of a myth” and that the reality is often quite different from what the entrepreneurs expected. None of the participants in this study mentioned unrealistic expectations regarding the flexibility surrounding self-employment. The findings in this study initially appear inconsistent with those of Kirkwood and Tootell (2008), but that is not the case. Participants in this study all had had hospitality experience as an employee and were aware of the flexibility limitations in self-employment. Some participants, for example Nina, grew up in a hospitality family. She deliberately planned her business to assist with her children’s education.

Nina started the business because of her children. She had been home schooling them, and wanted to teach her children a trade. Both she and her husband came from hospitality families.

Nina: The use of the café was to train and educate [them] through the high school years.

After six years Nina sold the business because the training finished.

Nina: The restaurant was there for a reason and that fulfilled that need, and when it had finished its purpose, I moved on. Part of their schooling too was to close down a business, so it’s the whole business, it wasn’t just set up, run it, but then close it, sell it, and realise the profits. So that came to its natural conclusion.

Although she found it difficult to withdraw from the business, Nina chose her family over the business.

Nina: For me it was ‘I’m not just giving up a business, I’m giving up a whole lifestyle in fact’ - had I not had such a good husband, it would have been hard; I don’t know that I’d ever have gone. He kept me focused on the bigger picture, which is our family - enabled me to finally pull the plug and walk away.

Anna started the business with her husband, but marital separation pushed her to sell the business. She chose her son over the business, but also referred to the business as her “baby”.

Anna: It was really just family commitments. I had a young child. I had to choose between two babies literally. My son, I had to give my baby [i.e. business] away and I had to get over it. It broke my heart in one way.

Bruce did not have children during the time of owning the business, but he and his partner were thinking about a family.

Bruce: Where I was going with my life, I was thinking if I wanted a family, I want to have a settled life now, I have done all this rock 'n rolling and hospitality stuff, I need to move into something new and I was really stuck cause I had no idea what I could do. And you go 'that's a bastard of a life for a family'. It seemed to be a trap. I got really distressed, because I thought I'm trapped.

Gary was asked if he had any children during the ownership of the hospitality business.

Gary: None, until we sold the restaurant unfortunately. That was one of the reasons for selling.

Although Emma did not have children, she expressed her opinion on the subject of hospitality owners and their children based on the observations she had made over the years while in paid employment.

Emma: I think that people who are in hospitality raise families, but I don't know. I think there is a huge amount of stress. Much more stress in hospitality families than other families. I think it is a natural progression, if there is a child that comes along then the woman tends to take a step back. There isn't a place for a baby in the restaurant. You know, there isn't a place for a child in that sort of situation. Kids start to act up, play up, the parents aren't around.

The participants' descriptions were inconsistent with those in Kirkwood's study (2009), that women and men were influenced differently by their children in their motivations to create, and in this study to "un-create", their operation. The need to be present emotionally for their children was not exclusively expressed by the women. The men spoke of wanting to spend more time with their families. There was no indication that men provided for the children only in material ways and not in emotional ways. However, the question remains: why did none of the male participants feel pushed out of self-employment, while indicating that family time was one of the main motivations? According to Jennings and McDougald (2007), female entrepreneurs experience a greater work-family conflict than their male counterparts. This study suggests that men still perceive themselves as the secondary caregivers for their children, while women take on the primary caregivers' role in a family.

5.5 Work-life imbalance

Morrison and Teixeira (2004, p. 172) identified that one of the motivations for hospitality entrepreneurs to move into self-employment is work-life balance and to “configure enterprises appropriate to satisfy personal and family goals”. The work-life or work-family balance is connected to the previous heading of family, meaning that there is tension between work and non-work roles (Department of Labour, 2011). Many participants expressed the need to spend more time with their children and grandchildren. However, work-life balance refers not only to family. Many participants felt the need to spend time with friends, while others felt the need to be with a dying relative or have a break in the form of a holiday.

In a study about failed businesses, Camillo, Connolly and Kim (2008, p. 372) suggest “that neglecting to consider the balance between family, personal life style, and work, led to disaster for these restaurateurs”. Results of this study do not indicate that participants were not successful. On the contrary, most were very successful, but many had no respite from their operation. According to some, their business could not operate to the optimum capability without them. Many, therefore, had difficulty finding a balance between work, life, home, and family.

For many participants the hospitality enterprise was their life.

Lea: You know, I just know..., my focus was THE business. I become divorced [before the business] and I just needed to channel my energy. A few things happened at that time; my father died, my mother died. It all seemed to happen at once. So I kind of think probably a lot - like most people, but for a female, your back's against the wall, now I'm coming out fighting and I've got to make it go, and I'm going to do this. So my whole focus was on this [business] and so that's where the devastation came in. I still even today think 'no, I don't want a business'. If somebody said to me today 'here is the business, just take it', I would say 'no'.

Interviewer: And the reason for that?

Lea: The reasons are because I ended up with no life. Friends would say 'You're always too busy. We've got to either have to come to the café [to see you]. Then you're exhausted at the end of the day'. And it really is like that; it's full on pressure. And a 110-seat is no easy feat; it's a lot of work.

Lea: I had a lot of satisfaction, but it was jolly hard. It's like any business, you absolutely get - I mean your friends drift away

as well. It's like 'Lea, you're always busy'. Well I was baking every day; I believe you really do have to work on your business and not in it. Totally. But the thing is, you've got to keep, and especially in the catering industry, you have to keep an eye on what's going on. And my love and passion for cooking was - I just loved it. And so, I wanted to be baking bread, it was really my choice. So, I worked very long hours, because I live at - beach then, travelling to - every day. And I'd be there very early and late at night going home. You'd have two days off and the phone would go and somebody has not turned up, so off you go again. So it was backbreaking work. But I'm not shy of hard work.

Emma: And when you're in it, you know when I was in it, I was fantastic, everyone loved me, and we had a great time. It was my social life. But after finishing and then realising that, well all of those people, none of them are actually my friends that I don't have that place to go to, my social life now has to become something else.

Hank: It was basically your whole life, it was all encompassing. Which is fine once you're in it, but once you're out of it you can take a breath...

Gary: I guess it's a life style thing as well. You're trying to get out, so you can reclaim a bit of your life, and you go on to your own personal life, which is something in hospitality you don't have. Then you've got to actually build your own life up again. I think that's one of the areas where our lives have suffered, not so much through owning a restaurant, but through the hospitality career; you lose touch with a lot of personal friends, etcetera. So it takes a long time to build that back up again.

Although Emma and Dora mentioned their lifestyle as a success previously, both eventually resented the lifestyle they were living in the restaurant.

Dora: There was no social life. Everybody who wanted to see us had to come and see us at the restaurant. - Four years we just worked there. You lose track of what is happening everywhere else.

Emma: - quality of life is the main reason we sold actually. There is no life. I lived in a bubble for five years. I worked six days and nights for five years and I had no life. And my home wasn't home; it was just a... it was like a railway station really. That's where I came; I dropped things off, went to bed, had breakfast in the morning, picked things up and left. And I did that for five years. And yeah, anyone who thinks there is something romantic about owning a restaurant needs to... you know.

Lack of holidays was another factor mentioned by the participants. Unable to recharge their energy by taking a break from their business, meant participants were getting to the point of total exhaustion. The benefits of a holiday were seen as essential.

Emma: The only holidays we had were the four days of Christmas and the four days of New Year and we opened between. One year, we closed for two weeks; I think it was 11 days in a row. And it took us until February to make up for it, because January is a really quiet month in Auckland in general. So we decided not to do that anymore. So, no we did not take any holidays, just ... Some people can, it just depends. I think our business had a lot of extenuated circumstances that stopped us from living normal lives. If I were to do it again, knowing what I know now, if I actually did decide to do again, there are certainly things that I would do completely different.

Carlos: Not to run away or to hide anything, well to be honest, I think I just needed a bloody good holiday.

Hank: Went to Fiji for five days. That was about it.

Many participants felt that they and the hospitality business were one; that the business was not the same if they were not present. Morrison and Teixeira (2004, p. 170) discovered that “the majority of the owner-managers found it difficult to separate personal from business goals due to the long hours associated with operating tourist accommodation businesses”, and Walker and Brown (2004, p. 588) state that “given the strong entwined nature of the business and the owner, personal success is often equated to business success”.. The ideas behind these two statements were confirmed by many of the participants in this study. Furthermore, because of the customers’ expectations for the owners to be present to ensure the best service possible, owners felt obliged to be present in the operation.

Pip: Well we did have another chef coming in, but it was very hard to ... you did not want to leave your baby basically. So that was our... we could have... and it would have worked and it would have carried on, but at the time it was our first, it was our baby. Yeah, we should have.

Lea: And you do relax, because there’s the phone... great, I can go out with friends today, and then the phone rings and then you’ve got to let your friends down and then it’s like ‘gosh, I can’t put up with Lea much longer’. And it happens and why wouldn’t it? You’re not really fair to your friends, because your baby [i.e. business] comes first. And you just can’t just walk away and say ‘well just close it for the day, I’m taking a day off’. You can’t do that.

The intensity and intimacy which the self-employed experienced and the difficulty to exit was expressed by many of the participants,. This demonstrated that the venture was not only a physical or mental experience but also a spiritual experience for many of the participants. According to Bone, Cullen and Loveridge (2007, p. 246) spirituality is an abstract and elusive concept. They suggest that when people are involved in constructive qualitative research, “experiences, opinions and perspectives about spirituality” can emerge. Derrida (2002, p. 366) posits that the vocation of hospitality can be a “spiritual adventure”. It should, therefore, be acknowledged that participants not only fulfilled a physical or mental need but also a spiritual need, which they expressed in various ways. However, doing this did create friction, as physically and mentally the participants eventually became exhausted, and spiritually they had the need to stay and manage their business.

Anna: I had to choose between two babies literally. The son... I had to give my baby [i.e. business] away. And I had to get over it... Oh yeah, it broke my heart in one way. Cause I knew and I still know today that it could have been fantastic, but I had to walk away from it.

Nina: It was hard for me to extract myself from the passion of creativity, because it was still a growing business. And I had to unplug from something that was alive, and that was really difficult to do. It fulfilled everything on every level for me in terms of business and more so, it was exhilarating, it was like being on a rollercoaster ride every day, I loved it, it was really exciting. And also because I formed a lot of bonds with the people that ate there; they were... I was as much as part of their community; I saw children grow up from the mum coming in pregnant, to now the kids going to school. - And once I [walked away] it was fine. Once I did I looked at it, it was like standing on top of a hill and looking down and I was like ‘wow, I used to be down there’.

Nina: So yeah, I found it very difficult to sell and to give it to someone that did not deserve it; that was the hardest for me. ‘You’re not going to look after these people, are you?’ I knew she wasn’t.

Fred: What I found was, the business was me. So, if someone booked a dinner they wanted me there to cook the dinner. So there was that and it was just by having a good nucleus of staff that that job could be set, so I could walk from one job into the next job and be there, that it actually worked. We did look at that, myself and another company merging, but it was neither of us wanted to give up our own stake in our own business. Both of us probably, and we’re good friends, and

we still do business together, but we both felt that our businesses were our own. And going in together, we walked away from the contract we were offered. And that was probably a very, very good decision at the time.

The psychological profile of a hospitality entrepreneur is summarised as follows: “The goals accomplishments, self-respect, freedom, and family security; and the means to achieve those goals, including honesty, independence, competence, and ambition...” (Berger & Bronson, 1981, p. 56). Although each participant had different values and aspirations, it became apparent during the interviews that the participants worked hard on their business with long hours.

Pip: But then we started dinners. So then we did breakfast, lunch and dinner, 6 days a week and on the seventh day we were... the chef was doing the ordering and I was doing the books, by hand. And we were absolutely exhausted. And during that time my father died, but I still had to... we had functions, and so...

Pip: Oh it was good for the first probably two and a half years, because we were building it up and it was great. But then it just... we got tired, really tired. We came home about 3.30 [pm]. The chef was sleeping on the floor in the kitchen, just to get a little break in between. - I just got worn out really. And the chef did not want to sell initially, but he knew how tired I was. Also I was 17 years older than him. So you know, I just think ... I was just worn down.

Olga: Because we're working so long, so it could start from anytime you know ten o'clock in the morning would be the earliest, but you would finish during Monday to Thursday two in the morning. We would finish Friday and Saturday about, finish work about five. Which means after having a few drinks you would come home about nine [am].

The demands on hospitality managers, having to work during evenings, weekends, and holidays (Shaner, 1978) are similar for owners of hospitality operations. Furthermore, apart from long hours, irregular and unpredictable hours were the most prevalent job stressors for managers and their spouses in the hospitality industry (Cleveland et al., 2007). The over extending of work commitments by hospitality operators has been identified as a common trait that contribute to restaurant failure (Camillo et al., 2008). This study agrees with this statement because it found that the participants seemed to undervalue their own time and thought it was cheaper to do the work themselves. However, it did mean that they undermined their health and had less time to relax, socialise and re-energise.

Emma: [We were in the business] all the time. Initially it was because we were sort of asserting a certain style. And then eventually ... In year three it became financially; it was just not feasible for the chef and I to have other people working, when we weren't having enough customers to cover ... you know. If I'm there from 10 am till 4 by myself working in front, and we do only 15 customers, well then I can afford that. But if I'm hiring somebody else, when there's somebody else working it, we can't afford that.

Remuneration data shows that in 2006 owner/operators received \$40.08 per hour and in 2010 this was almost halved to \$21.24 (Neill et al., 2011). This study has taken data from a report on New Zealand's hospitality industry and compared the hourly rate and salary with an executive chef and restaurant manager (See Table 5.1).

Table 5.1: Hourly remuneration and salary by position: 2006 and 2010.

Source: (Neill et al., 2011)

Hourly rate	2006	2010
Owner/Operator	40.08	21.24
Executive chef	21.13	27.08
Restaurant manager	16.69	18.19
Salary	2006	2010
Owner/Operator	39,896	49,662
Executive chef	62,272	63,508
Restaurant manager	43,675	48,123

Data in Table 5.1 indicate that owner/operators in 2010 had to work at least twice as long as in 2006 to receive the same income. The executive chef worked a little less, and for the restaurant manager there was little difference. The hourly remuneration for an owner showed the biggest decrease, nearly halving from \$40.08 to \$21.24. Taking into consideration the risks and responsibilities that are involved with self-employment, it is surprising that people contemplate self-employment in hospitality. However, Hank, currently in paid employment, acknowledged that the stress and remuneration involved with self-employment might be a mental state rather than a physical state.

Hank: I think it's just a mental thing. It just feels better [in paid employment]. I know I can walk away from that job and no one will get affected.

However, the fact remains that owner/operators' income diminished over the last four years, and if they were aware of the reduced remuneration over this period, the incentive to be an owner of a hospitality operation would have decreased.

5.6 Health and stress

“There is considerable evidence that work stressors can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy, and irritability” (Greenhaus & Beutell, 1985, p. 80; Ryff & Singer, 1998). This study has identified health and stress as a motivational factor to exit self-employment as several participants mentioned this during their interview. The previous discussion about family and work-life imbalance is also connected to health and stress factors.

Dora became more aware of her own health issues and the importance of these after a friend died after a short illness.

Dora: I think with [my friend] dying it really said ‘hang on, what’s important here? This isn’t all about money’. I had blood pressure issues, cholesterol and doctors were saying I needed to reduce my stress levels as well.

Lea: I was absolutely mentally and physically drained. Totally.

Emma: - life is so short, and quality of life is so important, and health and wellbeing are so important. And the restaurant is no place for health and wellbeing. And it’s no place for quality of life.

Karl: My health, it wasn’t good for my health. I was tired, after four years it’s a long time....

Bruce: - but I do know that we were conscious of the fact that we were exhausted. We worked ourselves into the ground basically. We put a lot of effort into it and we were no longer interested in the business itself. And I think we probably constructed that to mean, it was therefore in conflict with whatever it is we wanted to do in the future. ... I think the whole construction along with the business became undoable. You go ‘It’s time because I physically can’t manage it anymore, b) it starts to not do you a lot of good internally either and I don’t mean just physically.

Hank: I think we were so tired by that point, it was, just really tired, that the thought of this huge amount of people was just...you almost want to turn away from it, just the other way. ... I think [hospitality] is a very unhealthy [lifestyle].

Hank feels his second marriage failed as a result of the business stress.

Hank: It was so stressful, there was no other outlet. Like my second wife she probably took the brunt of it when I got home. Not an angry kind of way just in a ‘I don’t want to talk about it,

I'm tired, I am stressed out, no I don't want to talk about it' kind of thing.

For one participant the health issues transpired once the business had been sold.

Nina: I actually ran myself down to the ground and I've spent a year and a half doing nothing. I was just a mess; it was almost like a breakdown... I couldn't take any stimulus on, I couldn't give anything, I was just completely drained. It wasn't an illness; it was just a total giving. ...I hadn't learned to divorce my love for people from my business sense. There was no boundary, I couldn't find the boundary, I wanted to look after everyone, and as an entrepreneur and a business owner and being female, I think it is a lesson that women need to learn, that... it's not being hard, it's just being aware, that you're not responsible for every man and dog who walks in the building, and their life. Be wary of how much you give and be careful about nurturing yourself as well. ...So when I sold it was like crash.

Drnovsek, Ortqvist and Wincent (2010) suggest that there is a strong relationship between personal well-being and venture performance. Entrepreneurs “who are more inclined towards emotion-based coping could be trained to employ more problem-based coping, since coping can be learned just like any other competence” (Drnovsek et al., 2010, p. 212). A problem-based coping strategy is pro-active and action-oriented and includes; “defining the problem, generating alternative solutions, determining the costs and benefits of such solutions and actions taken to solve the problem” (Drnovsek et al., 2010, p. 195). An emotion-based coping strategy is re-active and suppresses engagement and includes “minimisation and distancing oneself from the problem” (Drnovsek et al., 2010, p. 196). When coping with a problem the entrepreneurs can control, they usually engage in problem-based coping. However, when a problem is less controllable, they tend to use emotional-based coping. Emotion-based coping strategies are related to increased levels of depression, anxiety and insomnia (Greenglass, 1991) and will therefore have an effect on the participants' well-being.

Several participants in this study indicated that after a few years into their operation, they lacked a pro-active approach.

Pip: Well probably near the end [it finished the relationship with the partner]. No, really when we sold it; it had run its course. We had been living together, working together; very difficult. You don't get that break. Also we did not talk enough. He wanted me to have a break. My friends ... because he'd come from overseas, so he did not know... so they were all my

friends. So my friends would sort of say; oh blame him for running me into the ground. I was getting thinner and thinner and thinner. He was trying his best, but we never sort of discussed it. I did not like to have a break, because I thought I was half of the business, and it wouldn't be fair on him. He did not want ... he tried to get me to take a break... it was just miscommunication. I think that happens a lot in businesses.

Gary: I felt we weren't up on the ... not that we weren't maintaining ... we were just waiting for things to happen. And I don't think that was the right way to be in the hospitality business. I think you have to be quite proactive, so... I guess that point about 4 years was about right for us; we sort of moved on and did different things.

Studies carried out in the hospitality industry show that working in the hospitality industry requires considerable emotional labour (Guerrier & Deery, 1998; Pizam, 2004; Seymour, 2000). Although Guerrier, Deery, Pizam and Seymour refer to employees, this study believes that the same is applicable for owners who work closely with customers in their business. The importance of 'soft' skills in the hospitality industry such as the ability to 'sound right' (Nickson, Warhurst, & Dutton, 2005) is of equal importance for an owner. Gardner and Wood (1991) also researched employees, rather than owners, and pointed out that both employers and customers expect that employees are 'building a rapport' with the customers. Owners being positive, joyful and happy to serve were considered by Emma as an act, although she was hesitant to express it as such.

Emma: You don't just swan around, drink wine and talk to customers which I think is what so many people believe that we do. We make it look like that, I think. From the outside, people think that is what we do. We make it look so simple and effortless. I guess that means that we're really good at it, but it's fake. And ... I do not want to live a fake life. It's kind of like being an actor. I probably could be a really good actor, because I was able to fake this - I am not saying that I was a fake, because I really enjoyed it, don't get me wrong. It's not like I was pretending that I - All I was doing is making people happy and was putting on a show. It's an interesting sort of thing. You're not really being a fake, but in a way it is fake, because if I am unwell - I am not going to stand by the table and go 'what do you want, I'm really feeling sick today, I so do not want to be here today, I wish you would go home so I can go to bed'. I am not going to do that. I am going to be like 'How are you tonight? Wonderful, how can I help you. I am so happy to serve you. That is what my job is, and that's what I will be, but it is - People have just no idea, so yeah it is an interesting thing.

Although genuinely friendly and happy to see the customers, it does take an effort from the hospitality worker, including the owner, to perform each and every time and this exertion should not be underestimated. The expectations of customers to see a ‘real’ smile might become a big effort when the person serving is tired and really desires a good night’s sleep. Research by Pugliesi (1999, p. 150) suggests that emotional labour for employees “can be stressful and can undermine a worker’s well-being”. Pizam (2004) posits that emotional labour has been linked to increased job stress and decreased satisfaction. This study suggests that emotional labour has a similar effect on self-employed hospitality entrepreneurs.

5.7 Age

“The organizational life cycle depends on the family life cycle” (Parsa et al., 2005). Included in the family life-cycle are marriage/family and retirement. These are connected to the age of the person. Each participant in this study entered the organisational life cycle while at different stages in their own life-cycle. Some participants were in their thirties while others were in their fifties; some participants were married, some not; some had children, others none. Effective management of family life cycle is important in the growth and development of a hospitality organisation. If not managed concurrently, friction can occur. Dora was almost fifty years old when buying the restaurant with her husband, and he was over fifty.

Dora: Mainly because of our ages [fifty plus], we knew that we did not want to hang on [to the business] forever.

Bruce was reasonably young when he started the business, and after a few years into the business he felt he was ready to start a family. He became aware that he was getting older and this influenced him to sell his bar and nightclub.

Bruce: I must have been mid-thirties then and it really started to take its toll. I got to it reasonably late. I must have been 29 or 30 when we bought it and so it was really getting hard. Especially the construction of it; partying, fucking, drinking, drugging. Ha Ha, if that is your construction of what work is ... By 35 that was just undoable. I think the whole construction along with the business became undoable.

Carlos was past his fifties and felt he wanted to work less.

Carlos: - at that time, I was not tired, but I wasn’t 28 anymore. 24/7, it was getting a little bit hard. I had a very good business partner. We shuffled things around a little bit. I ended up

with the house, because prior to that we were living in an apartment. I was getting a bit old, I thought a little bit of comfort. I ended up with the house and my partner continued with the business.

Bosma et al. (2008), Taylor (1999), and Watson and Everett (1996) identify retirement as one of the most important reasons to discontinue the operation. However, none of the participants in this study who indicated that age had played a part in the transition had reached retirement age. There has been no empirical support identified in this study where age, aside from retirement, was a factor for exiting entrepreneurship. The Department of Labour (2009) reports that in New Zealand, nearly three times as many young women and two times as many men between the age of 15 and 19 are working in the hospitality industry, compared to all other industries. This is a considerably higher proportion. However, from the age of 35 fewer women and from the age of 25 fewer men work in the hospitality industry compared to all industries (Department of Labour, 2009). A report on New Zealand's hospitality industry indicates that only 17 percent of those employed in the industry are over 45 years of age (Neill et al., 2011). Masuda (2010) points out that one of the reasons to exit entrepreneurship is old age. However, participants in this study all returned to paid employment and did not consider themselves old or had reached retirement age at the time of exiting self-employment. Most were still in the 'prime of their life', meaning the time of maturity when vigour is greatest. Few hospitality entrepreneurs retain their operation past the age of 55, although in New Zealand there are exceptions such as Fleur Sullivan who, at the age of 72, still owns and manages two restaurants (Sullivan, 2011).

5.8 Planned exit

Several participants indicated that they never planned to stay in the business for a long time, and they had planned to sell as soon as they achieved their goal. These goals were different for all participants. This study has not found any literature that indicates entrepreneurs plan at an early stage or prior to the start of the operation to exit their operation once their target had been reached.

Lea's business partner persuaded her to stay in the business longer than she intended. She eventually was unable to sell her business, due to the bankruptcy of the garden centre the café was located in. However, she had had no intention of staying in the business long term.

Lea: The business should have been sold. Totally, because I believe that a business needs to be sold at its peak. The other thing that was going on for [silent business partner] as well was she was having a really dodgy time in her marriage. And I think she wanted to... because at one stage I had said 'you know, I think it's a good time to sell this now', because you don't want to go down a slippery slope. And keeping a business even for five years in catering is, you know, you know you've made it when you've got it five years. And I think what she wanted then; she wanted to come over, have a glass of wine with me at the end of the day over there. And I basically became like a big sister for [silent business partner] with all her drama and what was going on in her home life. And so she said 'oh no let's not sell it, let's not sell it'. Because I think it was that it was an outlet for her as well, emotionally. So, there was a lot of stuff tied up, I just talk about drama in a business, I mean that happens.

Dora planned her exit prior the purchase of the restaurant, because her age (nearly fifty) and her husband's (just over fifty).

Dora: Mainly because of our ages, and we knew that we did not want to hang on forever. Our plan was when we bought it, we would do three to five [years]. And at three we were still enjoying ourselves.

John believed that a person should start a business, build it up and sell the business for a profit as soon as this was possible.

John: We had a ten year lease on the property, and my intention was always to sell probably at the three and a half to four year mark, to realise what we had put into it.

John: I'd always intended to sell at that stage. You don't..., generally in restaurants the profitability is gained through the sale. You might make 5 or 10%, if you're good, but that really pays the owner. Any money you make, especially restaurants and cafés, you make from the sale. And that's why I would never buy a café, I'd always set it up from scratch. With the skills and the ability to do that; that's how you make your money. Somebody bought it who thought it was a really good business opportunity, they did well out of it, it is still there, you know 6 years later and doing very well as a restaurant and café. So we sold it, made good money out of it, and moved on.

Ian was able to save enough money to go to Asia for a year with his family before his daughter had to go to school in New Zealand.

Ian: So yeah, going back to when we sold. That was a good time. It was a good time to sell, we got what we wanted, and it gave us the opportunity to do what we wanted to do. And that was going back to [Asia] for a year. So timing-wise, that was good, it was leading into summer.

Gary reached the financial turnover goal he had aimed for.

Gary: We also had achieved what we wanted to achieve. We'd been successful in a large restaurant. We'd been turning over more than two million dollars in the last year. So you look at some of the figures; we were doing really well. We could have carried on. We had some offers to sell the restaurant, but we hadn't quite achieved what we wanted to achieve. But by the time it came to the fourth year, we had achieved it.

No literature was found that indicates that either hospitality owners or entrepreneurs in general are planning to exit the business prior to the start the operation. This study finds that due to the nature of hospitality, such as long hours, emotional demands (Lo & Lamm, 2005) and anti-social hours (Hwang & Lockwood, 2006), these factors were anticipated by the participants. All participants had hospitality industry experience and were aware of the fact that this was not going to be the regular work week schedule normally required for most jobs. Many expected to be able to retain the operation for a number of years before fatigue became evident.

5.9 Security and stability

All participants had experienced paid employment prior to self-employment and the relative security that came with it. The interviews revealed that only three out of 16 participants were drawn to the security and stability of paid employment although the researcher had expected this to be higher.

Anna: I had to choose between the job I had here and the business. And of course this was less risky. So, give up this job or run the business.

Dora: Now I got the stability here at [workplace]. It was security, less stress, combined with the flexibility being able to study and being able to combine it with other things as well. There is a fair bit of flexibility here.

Fred: The thing that motivated me to make the change was some more stability and that was at that time... it was a relatively unstable economic environment. And it was at that point where it was a step away and a step into something that was going to be relatively secure. Which it actually wasn't at that

time, but it became more so after the first year when I moved from, out of the corporate office to [workplace]. It shot things up a little bit.

The regular income of paid employment compared to the irregular income of self-employment was one of the reasons for making the transition for many participants. Other benefits, such as annual holiday pay and public holidays, were also an issue.

Hank: Even holiday pay would have been nice.

Ian: The other aspect was holidays. You know, of course you're there every day over summer, seven days a week. We could not afford not to work a Sunday.

Some participants had to cope with sickness and bereavement during the period of their business venture. Employees are eligible to receive sick leave, parental leave, bereavement leave, holiday pay, and other benefits such as study leave, which are compensated for by the New Zealand employers (Department of Labour, 2012). These benefits exclude self-employed hospitality entrepreneurs so it is expected that they make any arrangements for themselves. Several participants deliberated over these facts and came to the conclusion that it was an advantage to be in paid employment rather than the more precarious self-employed position of an entrepreneur.

5.10 Education

Most participants indicated that they had attained a hospitality qualification prior to their self-employment. The chefs in particular mentioned the institute they attended, the chefs they worked with, and the restaurants they worked in. Having a culinary and hospitality management educational background is identified as a significant critical success factor in the small hotel business in Turkey (Avcikurt et al., 2010; Camillo et al., 2008). In Canada, better educated people stay in self-employment longer compared to less well educated people (Lin et al., 2000). However, in this study, the significance of a university degree was seen as a motivational factor to leave hospitality. Bruce embarked on attending university so that he could find paid employment and left his future spouse to manage the restaurant-bar prior to selling the operation. John was not involved in the restaurant until eight months into the business and then withdrew as soon as possible to go into paid employment and left the business to his wife. Both men helped out occasionally when needed in the business.

Bruce: - that's the other side of it; there is an aspect to your career where you're working through different phases of personal

development and things that you want. I don't want to go on too much. When I was at university, when I first went up to university [prior to self-employment], I did a bachelor's degree up there. And from my family, my dad was a [profession]. There was this kind, not pressure, but there was this thing, a professional life was the right life. So you go to university, you become a professional, and certainly being an academic was a pretty good type of professional. If you did not become a doctor, then an academic or a lawyer something like that, would be equally as good.

John: I'm good at the back room stuff. I've always been a food and beverage manager. I've never wanted to own a small business. It's just not there, not for me. I like large scale operations, running multiples of businesses, leading teams of people, that's sort of thing. I can work on the floor, but it is not one of my challenges. - I come from a hotel family, I got a degree, I worked large scale hospitality, I'm very much business based, I know my finance, I know all the laws, and all that sort of stuff.

Although John did not participate on a daily basis in the restaurant for the majority of the time, the financial advice he offered his spouse in the first year of the operation was most likely a critical success factor. This knowledge was partly the result of his university education. Without this education, the restaurant might have been forced to close in the early years of the venture.

John: We were definitely successful on one level. On another level no, but I don't think, that's immaterial now really. I think it's probably my fault. I should have kept a much closer eye on the business the first six to nine months. I was just busy in my own business. We were stretched too thin.

However, two participants with little formal or no hospitality education relied on their experience in the industry.

Emma: Oh, I've been in hospitality for 30 years. My training is all on the job. All of it. I've taken a couple of wine courses but ... I was trained old school, where you were a commis waiter for 6 weeks, where you weren't allowed to touch a table. All you were allowed was to carry trays from the kitchen with food on them.

Maria: Probably about 10 years, 10 years of experience.

Emma is critical of hospitality education in New Zealand. However, he might be defending her practical industry training/experience and lack of hospitality industry qualification.

Emma: I like the idea of teaching people, but I want to teach people who are really keen. I want to teach people who are passionate, full of verve and ... I find and I think I always felt like this; people who go to do hospitality courses, there are so few of them that actually are going to be hospitality professionals. And it's a copout course for so many people. 'I don't really know what I want to do with my life, this is an easy option, I'll do this'. And some people move on to other things, they might do event management; they might go into business finance management or something like that, through the hospitality. But in general it's sort of a copout course. - They just had no idea. They're just sort of like 18 and fresh. But they're not that fresh, because they've been at uni since the beginning of the year. I was really surprised. This is the last three weeks of their course, and they're only just getting in to the restaurant now. And they still hadn't been taught how to carry three plates. Let alone how to communicate with customers or pour a wine or anything. Just stuff like that. How come ... There were aspects of the course that obviously I wasn't in agreement with. I think my overwhelming thought about that was that it reinforced for me what I have always thought about those sorts of courses.

Emma seems to focus on the waiting staff level rather than at the owner's or manager's level for the operation of the enterprise. The owner's skills and knowledge are critical factors. "One should not rely on others, but should be knowledgeable in all areas of the business" (Parsa et al., 2005, p. 318). Formal training might have been able to assist Emma in managing her restaurant, giving her knowledge on marketing, finance, human resource and systems. Many hospitality entrepreneurs in New Zealand follow similar ideas to those of Emma. In the New Zealand hospitality industry, 68 percent of hospitality employees have no qualification or achieved a level one to three qualification, 20 percent have no qualification and only ten percent achieved level seven or above (See Figure 5.3).

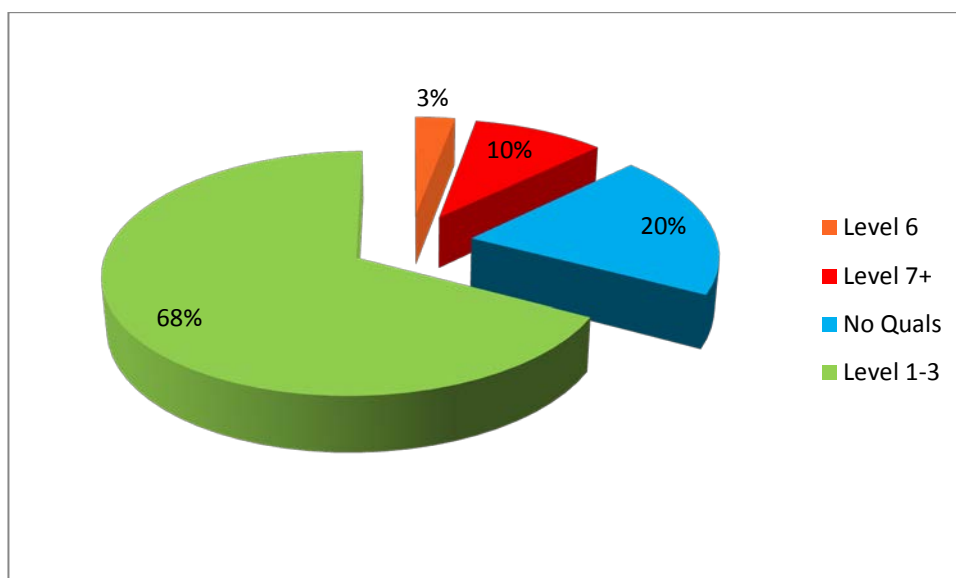


Figure 5.3: Typical New Zealand hospitality employee by qualification

Source: (Neill et al., 2011)

Hospitality workers might decide after several years of work experience to purchase their own business and go into self-employment. “The length of education may be an important survival factor in the competitive and changing hospitality business environment. The educational background of managers/owners can influence the profitability and competitiveness of a hotel (Avcikurt et al., 2010, p. 91). Professionally trained managers are further likely to value formal training and strongly support further training for their employees (Hendry, Arthur, & Jones, 1995). These managers also include owner-managers. The lack of experience in the hospitality industry might be compensated by the formal training the employees have achieved and this knowledge might be passed on to others in the operation. The importance of informal, on-the-job training in the small operations is brought up by Nolan (2002). In small operations employees are inclined to learn from their co-workers (Hendry et al., 1995), including their managers/owners. This study found that both on- and off-the-job training are important and should work in conjunction with each other to maximise the learning benefits for the student/employee involved. Further, “the educational background of managers/owners can influence the profitability and competitiveness of a hotel” (Avcikurt et al., 2010, p. 159). This study shows that this is also valid for hospitality operations in New Zealand, including the food and beverage service sector.

5.11 Expectations of others

People have a negative image of the hospitality industry due to the long hours, low pay, lack of benefits and hard work, which is often physically exhausting (Wildes, 2000,

2005). Wildes (2005, p. 227) implies that “stigma consciousness affects behavioural intention and plays a role in disengagement”. Bruce not only mentioned his educational degree, but also referred to the influence of his parents’ expectations regarding his career. A study on parental influence on career choice has shown that one of the salient predictors is “perceived parental concerns about welfare and prestige” (Wong & Liu, 2012, p. 82). This study finds that both stigma and prestige are motivational factors for leaving hospitality self-employment.

Bruce: When you talk to what I call civilians, people outside of hospitality, about your business, they don't really get it. 'Oh you're a chef', 'no I am not a chef, I own a restaurant'. 'Oh yeah'. This is before telly had come along with all the telly chefs and all that stuff. They did not really quite build up. And I never really got any sense of people outside of our industry having any sense what owning a restaurant meant, what it was, how it worked, what was good about it. My own parents had no idea whether it was ... you know they did not value it at all. And a lot of that was about valuing it yourself. Anyway, what I found interesting when I got the job at [workplace], the status something other.... 'Oh you're a [position]'. That's right back to what my mother had said it would be 'high status job'. And talking about what we do here [hospitality education] is much more high status than we were doing in the actual place [hospitality business], which I found fascinating.

5.12 Lack of development during the operation

Herzberg's (1968) two-factor theory suggests that there are certain factors in the workplace that can create job satisfaction for an employee (motivation factors) while a separate set of factors can lead to dissatisfaction (hygiene factors). These two factors are not opposites, and can act independently of each other (See Figure 5.4). Motivating factors such as challenging work and having recognition and responsibility, provide satisfaction, which arises from the intrinsic features of the job, such as opportunities of advancement and personal growth. Hygiene factors such as status, job security, salary, fringe benefits and working conditions do not provide satisfaction, but provide dissatisfaction if they are absent. These hygiene factors are extrinsic to the job itself, and include aspects such as interpersonal relationships, working conditions, and wages/salary.

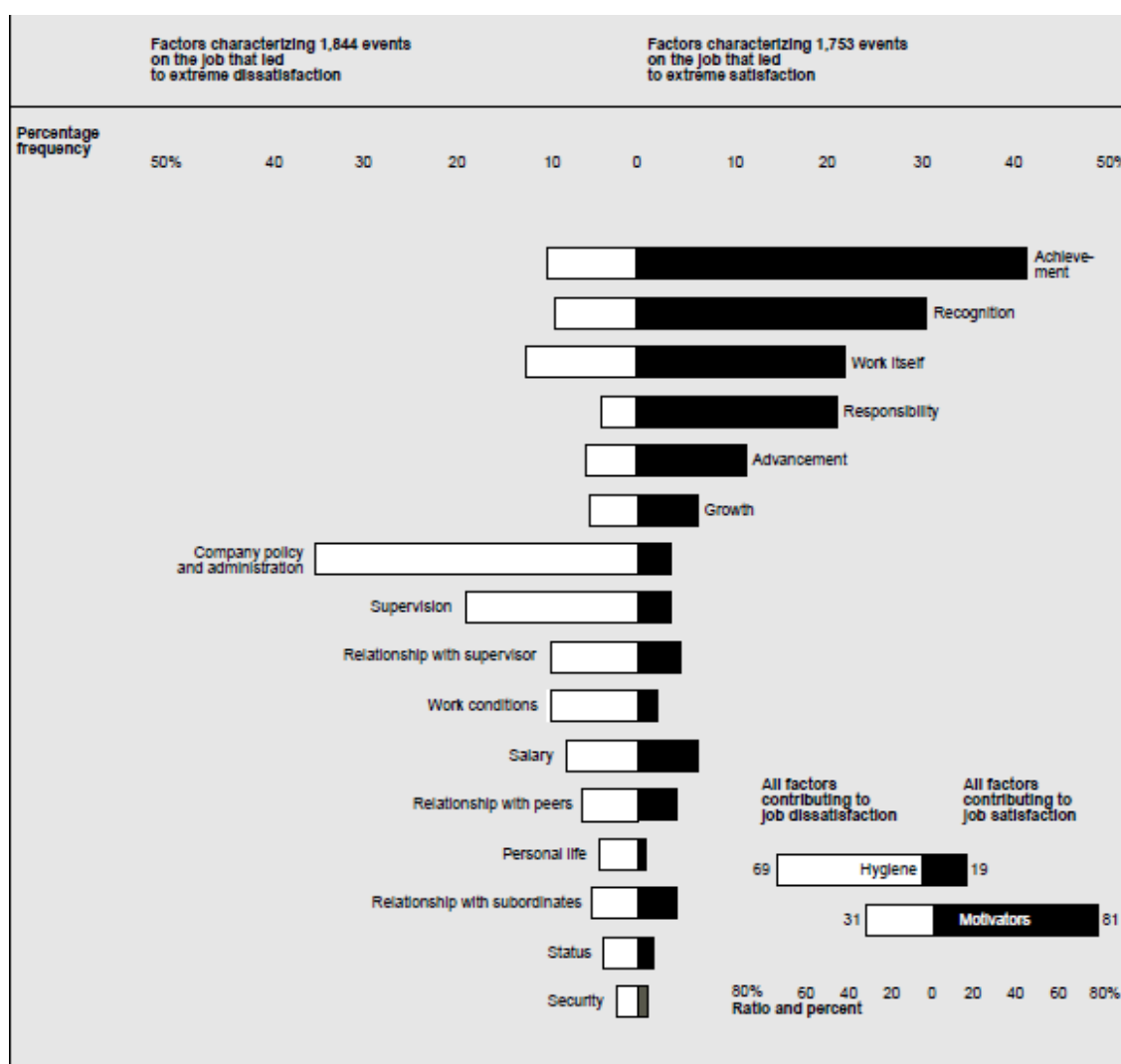


Figure 5.4: How the hygiene-motivator factors affect job attitudes.

Source: (Herzberg, 1987)

This study finds that Herzberg's Motivation factors are intrinsic elements that satisfy not only employees but also self-employed people in the hospitality industry, as evidenced in the following quotations.

The interviews revealed that some participants felt that their growth and advancement during their self-employment stagnated, and this, therefore, became a motivational factor to make the transition back to paid employment. Gary recognised this stagnation during his self-employment, but Karl did so only after the operation was terminated.

Karl: Yeah, but the best thing about being here [in paid employment] is, it doesn't matter where you are, you're still learning, but I've learned a lot more; I'm learning from my colleagues, and I'm learning from colleagues who specialise in different areas. And being your own boss, you don't get that. You're the top man really, and you're learning by default perhaps, chasing your tail. But here, there's always

someone you can go to. Being your own boss, there are people to go to, you're a little bit reluctant, because you don't want to show 'maybe he doesn't know what he's doing'.

Gary: I guess you feel like you're getting a little bit staid in your own menu writing and things like that. You're losing a little bit. A lot of cooking is working with other people and getting new ideas, so in the end I'd actually stepped back from the kitchen, I was only working 3 days a week in the kitchen and a couple of days front-of-house, so I was more monitoring it, but I was still writing all the menus, so I felt we weren't up on the ... not that we weren't maintaining ... we were just waiting for things to happen. And I don't think that was the right way to be in the hospitality business. I think you have to be quite proactive.

The results of a survey on people working from home (remote workers) and employees working in a business location indicated that there was no difference in the intrinsic needs and extrinsic needs between the two groups (Green, 2009). Therefore, opportunity for development, growth, advancement and recognition are not only important to employees, but also to hospitality entrepreneurs.

5.13 Intuition

Several participants indicated that when they sold their business it was because they felt intuitively that the time was right to sell (or for some to buy) their business. This vague approach might seem unusual, but several of the participants disclosed during the interviews that there was an unexplained element involved in their business, and it is therefore included as a motivational factor. Furthermore, they said that they had accepted the challenges that life had given them and they had learned from them.

Emma unconsciously chose the street and suburb of their restaurant years before they established the business.

Emma: We were sitting in the window at [a café] and were looking out on the street and went 'this is where our restaurant should be'. [The suburb] was pretty dire in those days and we're talking the early part of the century, probably 2003 - but we knew that this was the next up and coming kind of area and that it would be great for us to have a restaurant there. But it wasn't until 2006 that it actually eventuated. But I think it is quite funny that we looked out of this window and went 'this is where our restaurant should be'. And then three or four years later we actually had our restaurant there.

Bruce had travelled around the North and South Island of New Zealand searching for a restaurant-bar to his liking.

Bruce: So we'd just taken this big road trip looking at restaurants. Gosh, it's interesting when I tell you. Yeah, so we decided that was the type of place that we would like. And we came back to Auckland, to think about how we would go about doing it, when that very restaurant came up out on the market. It is one of those funny things. We picked up the paper and there it was for sale, and so one thing led to another. We felt, we really like it.

Both Lea and Emma saw their self-employment experience as a learning experience, while Carlos felt it was his karma.

Lea: What doesn't kill you makes you stronger for sure. And you do and it's part of life's journey. It's the journey you're on. And okay, you've done this; and what were the lessons learned?

Emma: I think for me, for my life, every day is another step. And our restaurant was a step, quite a large step in my learning life; in creating of who I am and who I'm going to be.

Carlos: I think the time had come for me to say 'enough'. I mean, my business partner at that time, we're still very good friends, but I think if we had remained in business, we would not be. I watched his children grow. No one ever knows, but the time was right. ...it really wasn't planned. It just fell into place. It's always been part of my life. It's my karma.

Fred and Gary talked about a sense of synchronicity: the period they stayed in jobs and retained the operations. There was little proof that there really were cyclical periods involved, and it might have been a coincidence, or it might be that participants were getting bored with the jobs or operations. However, both participants felt intuitively that it was time to sell the business.

Fred: That magical five years again.

Gary: I don't know. The four years for us seemed to be the point where we would sell. We sold the first restaurant, the second restaurant. - I'm a big believer in karma, so it's just... You can't go backwards; it is not something you can change.

Although comments on serendipity, karma or 'meant to be' are rather unexplained phenomena, prior knowledge, research on systematic factors, and spontaneous recognition of an opportunity are also important to business operations. "Serendipitous

discovery suggests that both factors [systematic and spontaneous] matter. This is because an active search process may lead to the recognition of an opportunity, even though the opportunity is not what the entrepreneur set out to look for” (Dew, 2009, p. 749). Serendipity does not limit itself to entrepreneurship but encompasses a persons’ life, and many participants in this study felt that entrepreneurship has been important in their life. This was because this experience was now an important success factor in the career that followed, creating a sense that entrepreneurship had a purpose in their life. Goleman (2006) calls the intuitive signals “gut feelings” and posits that many decisions are made through these feelings rather than rationality. He further states that an array of choices can be pared down to a more manageable decision matrix by paying attention to intuitive signals: “The key to sounder personal decision-making, in short: being attuned to our feelings” (Goleman, 2006, p. 54).

5.14 Reflection on starting another hospitality business

The final question in the interviews was “Would you want to have a business again, and if so, what would you do differently during the entrepreneurship?” The answers were important because additional motivational factors were uncovered that had not been mentioned before. All 16 participants reflected on this and shared with the interviewer what they would they do differently, or if they would start self-employment at all.

Pip: Yeah I would, I could do that and this time I would make the business... I would run the business, rather than the business running me; two different things. I would close the door and we could walk away for two weeks and have a holiday and I know the same people would say ‘Oh OK, and come back again, because I’ve seen other businesses do it. We did not, and we should have.

Lea: I still even today think ‘no, I don’t want a business’. If somebody said to me today ‘here is the business, just take it’, I would say ‘no’.

Anna: No one has picked it up again. It is very tempting to pick it up again, believe me. I would pick it up again if I had the right business partner. Yeah, and been burned once with the wrong partner. It is important to choose the right partner. Why would I want a business partner? I guess I want a business partner for the financial side and if somebody chooses to dance with me on it. I am not willing at this point to put money into it. That will be it.

Olga: We often talked about that if we were to do it again, we would do it more so like the first couple of years, and just get

rid of the restaurant immediately, we just go party central, that's where we made the money, that's why people came, because it was so much fun.

Nina: What's against motivation? A restaurant is an animal which you want to spent a lot of time with and I never...it's not about restaurants for me, it's about design, it's about creativity. A restaurant is just a vehicle and that vehicle for me does not take me anywhere. I've gone as far as I can in there.

Dora: At this age, probably not, although ... sometimes we're tempted, because there is going to be a lot of cheap restaurants going on the market between now and next year, I think. There is going to be a lot going under. But no ... we keep saying to each other 'Don't let us get tempted'. So no, we still have a lodge ... that we've become friends, that we were going to buy it, and they are still in there, because they have not been able to sell. But no, I think the temptation of the lodge, and having to work it is diminishing.

Emma: Because I think your life is so short, and quality of life is so important, and health and wellbeing are so important. And a restaurant is no place for health and wellbeing. And it's no place for quality of life.

Maria: No, I don't think I will, not at my age, I would not go back into the industry. If I went into an industry again, I would most probably go to a charter business on a yacht. Take people yachting or fishing or something completely different than running a restaurant, hotel or motel. I would run something a lot more adventurous, that's what I would do. But I would not run a bed and breakfast, I don't think. I would not retire, you know how some people that love the industry that much, I want a bed and breakfast, I wouldn't do that. - Oh, I could not be bothered waiting for people to turn up on my doorstep. No, I have gone past that. Really, that's the industry for me.

Karl: Not going into partnership with someone. If I couldn't do it on my own, I wouldn't do it. And I would have a liquor licence.

Bruce: Heavens yes, I would not do it quite so long. I would do it harder, but shorter. Yeah, absolutely. I loved every minute of it.

Carlos: You've got to learn to work on your business, not in your business.

Fred: The security and the stability [of paid employment] is a big thing at the moment. Give it another five years' time and it may change. We might look at something like that. Rolling

one over to the other, depending on what [the workplace] is like at that time.

Hank: If we had a function room it would have been advantageous, because... I know quite a few chefs that have a similar sized restaurant. They basically use their function rooms as their... it's their bread and butter really, it keeps them afloat. There's a high demand for it and they can charge a certain amount of money for it and that is extra on top of the a la carte you're doing in the restaurant.

John: I really love management, I love leadership, and I love business. The days of running the floor just don't do anything for me, it hasn't done it for a long time; I'm not interested in running a restaurant. I love the challenge of business, of leadership and teams of people.

Ian: Probably not enough in advertising. I think, if I was to do it again, I'd be, get a set up for that. I think we just depended on word of mouth.

Gary: The aim of another business if we did one would be not employees, or minimal employees. I've always wanted to do a takeaway...but I don't really want tables and chairs [or staff.] Oh the crew in the front-of-house are a pain in the arse. That would be something that would be motivating to me, that actually ... I need something that motivates me into it and ... I've always wanted to do a takeaway, a something takeaway business genre. I've had a few conversations with people, but I don't really want tables and chairs unless it's ... unless there's a good reason behind it.

5.15 Conclusion

The first part of this chapter focused on success, a factor important in the delay of the exit process. If participants had had no level of accomplishment or achievement from their self-employment, many would have left the operation at a much earlier stage. The success was not only articulated in financial terms but also in immaterial and idealistic terms. All participants achieved their success because of the total commitment to the operation.

Ten themes emerged from the collected data.

1. Family not only includes dependent children, but also spouse or partner, parents, grandchildren and unborn children.

2. Work-life imbalance looks at the considerable time commitment participants put in their business, and eventually participants decided to exit the enterprise to spend more time with family, friends and other activities.
3. Health and stress refers to the inability of participants to cope with a high demand occupation, their decreasing ability to 'bounce back', and the lack of respite from the operation.
4. Age examines the young participants wishing to start a family and the mature operators wishing to decrease their hours of work. Both parties did not see these as viable aims with the business they owned.
5. Prior to the start of self-employment several participants had decided to operate the business for a limited period of time until the goal was achieved or as long as their mature age permitted.
6. The possibility of paid employment with a regular salary and benefits such as holiday pay and sick leave pulled participants out of self-employment.
7. The expectations of parents concerning their adult child's profession influenced participants to exit the business.
8. A university degree was also a reason to leave the operation, as small business ownership was not perceived as having adequate status or being sufficiently challenging.
9. Lack of personal development because of the feeling of isolation working in hospitality was for some participants the reason to return to paid employment where there were opportunities to do formal study as well as interact with colleagues.
10. The last theme is intuition, in which the participants discuss the less rational aspect they experienced in self-employment. These are aspects that they cannot explain but firmly believe in.

This chapter on findings finishes with a section on the possible return to hospitality self-employment by the participants. For the majority of them this opportunity was enticing but several would never consider self-employment in hospitality again.

Chapter 6 Personal reflection

6.1 Introduction

This chapter contains a reflection on my own experiences as a hospitality entrepreneur in The Netherlands. As it is an account of my personal reflection, this section is written in the first person. Including this chapter of my personal reflection adds more motivational factors, both similar and dissimilar, to the previous 16 participants' factors and enhances the richness of this study.

Reflection is important in the learning process. Zubizareta (2009) posits that skills, aptitudes and habits are developed through critical reflection. He states that learning does not come from experience but from reflecting on experience. Reflection is a procedure of mental processing to achieve an outcome. This effect might be a solution to a simple or a complicated problem or the understanding of one's emotions. This study uses reflection in the belief that real comprehension comes from a sequence: experience, reflection, abstraction, and active testing, based on the Learning Cycle developed by Kolb (1984). Reflecting on one's own experience as well as on the narratives of 16 participants generated a collection of ideas, some of which have been described in the limitations and recommendations in the conclusion chapter.

Further, a reflexive account is important because it allows me to examine how some of my assumptions and views might affect the interpretation of the participant's words, or how they recount these words. Mauthner and Doucet (2003, p. 414) state:

The importance of being reflexive is acknowledged within social science research and there is widespread recognition that the interpretation of data is a reflexive exercise through which meanings are made rather than found. However, reflexivity has not been translated into data analysis practice in terms of the difficulties, practicalities and methods of doing it. Instead, there is an assumption built into many data analysis methods that the researcher, the method and the data are separate entities rather than [being] reflexively interdependent and interconnected.

However, the researcher, the method, and the data are all interdependent and interconnected, particular when an interpretive paradigm is used because the experiences of the researcher influence the analysis process at each stage in the study.

6.2 Personal reflection

This study about the motivations for the transition from self-employment to paid employment was initially motivated by my own experience as a hospitality tutor. Many

students in my hospitality classes have a career objective that results in them buying their own hospitality business. I had left that so-called ‘pinnacle’ of the hospitality career over twenty years ago. It made me curious to know whether there were other ex-hospitality owners who had also chosen to leave self-employment and go back into paid employment. During this study, I was able to meet and interview these hospitality ex-entrepreneurs, although some of them were already known to me, and find answers to the question of why apparently successful hospitality entrepreneurs sell their businesses to go back into paid employment.

I was humbled by the frankness with which participants shared their experiences with me, and their narratives enriched me in many ways. It expanded my knowledge and my appreciation of the hospitality entrepreneurs, whose trials and tribulations required perseverance to keep their business in operation. It also afforded me the opportunity to reflect on my own entrepreneurial journey. The purpose of this study, therefore, became not only to unravel and make sense of the participants’ transition, but also examine my own transition.

As I conducted this study I decided to interview myself and transcribe the recording as part of my reflection on my own transition from self-employment to paid employment. By analysing my own narrative and preparing a case record similar to the 16 participants, I can add a few different aspects to this study from another hospitality ex-entrepreneurs’ view.

6.3 Case record: author

I was born in The Netherlands, where I bought, with my then future husband, a hotel-café-restaurant in 1977 at the age of 19. I had three months waitressing experience, and he had 16 years of cooking experience in high-class hotels and cruise liners. Although I had started my nursing training six months prior, I abandoned this training. I have no clear memory of which motivational factor(s) initiated the start of the business, except that it was a new adventure and that I had no fear. Motivational factors to sell the hotel-café-restaurant after twelve years and to go back into paid employment were:

- It was planned from the start to retain the business for ten years, because we were aware of the hard work the hospitality business demanded.

- The operation took everything; our life, our family, our energy; we missed most birthday parties, funerals and other family gatherings. I made the decision not to have children in favour of the hotel-café-restaurant.
- The hotel department of the business was too small and too outdated. This should have been developed by expanding and improving it,. However, the accountant made us aware that such a large investment meant we should stay for an extra ten years and we were not prepared to stay longer than we had planned.
- Although we expanded the restaurant, café and outdoor terrace to double the size in the first five years, it did mean that after the sixth year it was unwise to expand further due to the high financial investment. This element of growth in the business was important to us as it gave us a feeling of moving forward.
- Frustrations occurred during quiet times as we had no marketing knowledge to solve the problem.
- Our location was in a small community of 500 inhabitants who were conservative, to say the least. Having a latte in a café was just not done by the locals.
- Although in the spring, summer and autumn seasons the business was busy, the staff turnover was high due to the lack of low season employment.
- Staff was trained on-the-job and they were mainly young women. Professionalism and standards of service were, therefore, hard to maintain.
- We could not leave the operation in other hands, which connects to the previous statement that many employees were young. Leaving the bar in their hands in the evening was seldom done. The effects of alcohol on decent people are well documented, and I did not want to put (my) young girls in danger. So we would only leave the business for a few hours. with a mature minder, who kept an eye on the operation for an evening,
- There was also a lack of personal development; although I did follow correspondence courses such as small business accounting, a café diploma, restaurant diploma and liquor store diploma, there was a sense of isolation in studying by correspondence.
- The busy operation, seven days from six in the morning till midnight or later, sometimes drove us to a mental breakdown. The good thing was my husband and I never had the breakdown simultaneously. When one lost control over

his/her mind, the other took over. However, the stress was undermining our health and our relationship.

- Because of my starting at the age of 19, my youth was cut short. Others of my age group went to the disco at the weekend and occasionally I felt resentment that I could not go out dancing.
- My social life was only with our customers. I believe it is important to have friends outside the business (i.e. not customers). The few friends we had prior to the business disappeared over the years of operation.
- We longed to travel the world. Although we managed to make one trip every year for four to seven weeks, we longed to discover more countries.
- My husband and I did everything together so we had no respite from each other.

After twelve years we sold the hotel-café-restaurant and five months later we arrived in New Zealand, on the first of April 1990. Three months later we separated. We had not noticed that we had sold our marriage with our business as the business had become the foundation of our marriage. I have been living in New Zealand for 22 years now and have been able to further myself. Although I still work occasionally in the hospitality industry, I stopped regular work in 2005. Since 1995 I have also been teaching hospitality. I have been able to gain further knowledge and skills during these years and gained higher levels of competencies. This development is continuing with the writing of my Master of International Hospitality Management thesis.

There are several similarities in motivations between the 16 participants and me. The sense that the business and owner were one and that we were responsible for everything in the operation was evident in most cases. Most participants, if not all, were not putting just 100 percent into the business, or 110 percent, they (including me) put 200 percent of their time and energy into the business. We were in the operation all the time, having no separate social life or family time. Like most of the other participants (10 out of the 16) I felt pulled out of self-employment, rather than pushed, as there were still many other things I wanted to do other than work, work, and more work. The 12 years of self-employment had been a huge learning curve and I was satisfied with what I had achieved. I had established financial security and was able to do the things I wanted to discover or do next. However, like many of the participants, I also identified a lot of push factors, but the pull factors outweighed the push factors: personal development and the chance to travel were the strongest of all. In retrospect I saw the next stage of my

life as my next adventure and at present this is still the case. I work on projects and give them a certain (flexible) time limit. I believe that everyone constantly re-evaluates their life and make decisions accordingly in which direction they want to go. However, if the person feels pushed into a direction they do not wish to go, it might result in a negative experience. The more a person has a sense of being able to make choices from free will rather than having choices made for them, the more they will feel pulled out of self-employment.

6.4 Personal reflection - two

In terms of the interview process, although I planned to conduct semi-structured interviews, some of the interviews became unstructured due to the participants' enthusiasm in sharing their experiences. Also, there was a pride in what they had achieved during their entrepreneurship, so as a result some participants talked for ten minutes without any interruption. The largely unstructured nature of the interviews was effective in that it allowed participants to have the freedom to describe their experiences and motivations on their transition from self-employment to paid employment. The unstructured interviews yielded rich data and unexpected angles on the study. A number of participants did get distracted and needed to be brought back to the subject. This was not always easy, because the stories were so interesting and captivating. I could empathise with the participants because many anecdotes were similar to mine and resonated with me. I had to refrain from speaking many times and not start telling my own experiences to the participants, as it was very tempting to confirm similarities or to express an opinion. On one occasion I did not succeed in refraining from speaking. One of the participants told me at the start of the interview that he did not have a partner in the business, but during the interview it became clear that his wife had worked in the business with him, but he did not acknowledge her. I raised this with him, and later when I listened to the tapes felt that I had been a bit harsh on him. He had to defend himself and explain that for him a husband and wife are one and that is why he had not mentioned it.

Reflecting on my whole experience while conducting this study, I have to acknowledge that I am saddened by the fact that so many talented people are leaving the hospitality industry. The exiting has often been due to the harsh and demanding nature of the hospitality industry (i.e. long hours, late nights, weekend work etc.). Only a few participants left their self-employment because of external factors over which they had

no control. Although all the participants have found paid employment that is fulfilling for them, the hospitality industry is in need of passionate and dedicated people like them. I was surprised by the short period some participants stayed in self-employment, even though they were successful. I had been self-employed for twelve years and expected others who were successful would also continue to set new goals to create new challenges in self-employment. However, that was not the case. Five and a half years was the average, which included the multiple businesses from several participants. I was wondering why I had stayed in the same business for twelve years while none of them had reached even half of that time in the same business. I have come to the conclusion that at least one thing was very different when I compared my experience with the participants': to close the business for at least four or five weeks each year and go on holiday. I closed the business, because I did and still do believe that what you as entrepreneurs have built up over years can be broken down in a few weeks by somebody else. I closed the operation (in the low season) and had time to re-energise, receive creative ideas, and just forget about customers. This was easier said than done, because even during my travels I had the business in the back of my mind. There was constant evaluation of ideas regarding food, drinks, menus, uniforms, tablecloths, paintings, layouts, table sizes, and so on. Many ideas were formed overseas, and the customers were able to guess where we had been for our holiday once the menus were printed. But at least I had a good break away from the constant pressure of being the perfect hostess.

6.5 Conclusion

My objective in writing this reflexive account chapter was to illustrate the inseparability of the interpretivist paradigm in the research processes used in this study and the products (case records, findings and conclusion) resulting of it. By adding a reflexive account I located myself socially, emotionally and intellectually within the study and allowed myself to retain some grasp of the blurred boundary between the participants' narratives and my interpretation.

Through scholarly enquiries such as this study, we will gain a deeper understanding of hospitality entrepreneurship and in particular the many motivations for an entrepreneur to leave the operation to re-enter paid employment. I feel great joy that I have contributed something to academia.

Chapter 7 Discussion

7.1 Introduction

The aim of this chapter is to draw out links between the theory and findings and to compare and explore the relationship between them. The themes with the motivational push and pull factors are put together in a table so that they can be viewed rather than read. A diagram has been designed to show the fusion of the six different events and environments that were involved in the process of motivating the hospitality small business owner to exit self-employment. The chapter finishes with Maslow's hierarchy of needs and human motivation, which are compared to the findings (themes) of this study.

7.2 Push and pull motivational factors

The 16 participants were asked if they felt they were pushed or pulled out of their self-employment. Ten participants (seven men and three women) indicated that they were pulled into paid employment, three (two women and one men) considered that both pull and push factors had influenced their decision to exit self-employment, and three participants (all women) stated that they were pushed out of self-employment. Of the participants that felt they were pushed, mostly external factors influenced their decisions: factors they had no control over. Ten participants that indicated they were pulled into paid employment said they had had a choice and they could have stayed, but they felt they were going to improve their lives if they returned to paid employment. The motivational factors were placed with the themes either as a push or pull motivational factor as the researcher of this study interpreted the data.

Table 7.1 is designed to combine the key motivational factors that interacted and resulted in the 16 entrepreneurs' decisions to exit self-employment and return to paid employment. The themes are placed in the centre, the pull factors on the left, and the push factors on the right. By colouring the push and pull factors according to their themes, the table gives an overview on which factors are connected to the different themes.

Table 7.1: Motivational pull (left) and pull (right) factors and their themes

Pull factors	Themes	Push factors
Grand children Unborn children	Family	Aging/ailing parent Children Marriage breakup
Time for holiday Time for family Time for friends Time for religious meetings	Work-life imbalance	Long hours and weekend work Perception that owner and business are one Inability to leave business with other staff
Healthier lifestyle Stability and regular income Higher income	Health and Stress	Burglaries Emotional labour Anticipated financial income not met Physical demanding Change of clientele of the business the kitchen was subleased from Substance abuse by owner and partner Theft by partner and employee Isolation in community - no support network No confidence asking for help Bankruptcy of the business of which the enterprise was subleased from Violent and drunk customers
Studied for large operations, not small restaurant Degree could be used in higher status jobs	Education	
Mature age Awareness of the hard work involved Still able to find paid employment Realise profit through sale Goal has been reached	Planned exit	
Life cycle Starting a family	Age	Aging (less energy)
Flexibility Higher status job Less stress Weekends off Less risk Regular income Sickness and bereavement leave	Security and stability of paid employment	Unstable economic environment
Holiday pay	Expectations of others	Not professional enough Negative perception by community Stigma (low pay, long hours)
Opportunity to study Opportunity to exchange knowledge with colleagues	Personal development	Lack of creativity - bored Lack of growth and advancement
End of cycle Next step in learning life Time was right Lessons learned Karma	Intuition	

Many of the themes in Table 7.1 contain both push and pull factors except for planned exit, education, and intuition, which contain only pull factors. The themes of work-life imbalance, health and stress, and expectations of others contain mainly push factors. All other themes contain close to an even number of both push and pull factors.

The model of push and pull factors offered in this thesis is merely suggestive of what that expanded concept might look like. Others may use different models such as ‘self and others’ or ‘extrinsic and intrinsic’ motivations and reshuffle its aspects differently or suggest their own.

Figure 7.1 is designed to indicate that it was not one single factor or environment that contributed to motivate the entrepreneur to exit self-employment, but a combination of many factors. Such an approach recognises that entrepreneurs do not disappear in a vacuum, but that the process is influenced by the personal environment, personal goals, personal beliefs, social, economic, and external environment.

‘Personal environment’ includes the role of the family in terms of parents that instil morals, family approval of the operation, and whether the participant has a partner. Personal goals include the personal development the participant wished for, such as further study and starting a family, but also goals achieved (planned exit). Personal beliefs involve the religious and spiritual beliefs, health values, and lifestyle and life-work balance the participant believed were best for them. Social environment includes the community in which the operation was located, the approval or disapproval of this community, and the social network within it. Economic environment involves employment opportunities, interest rates that were having an effect on the operation, and the profit the business was generating. External environment contains the government bodies such as city council licences required for the business operation and whether the operation was in a sub-lease contract. Although some of the factors mentioned have been placed in one of the six groups, they might also fit in another group. The benefit of this multi-faceted and integrated framework is that it avoids excluding the entrepreneur from their social and economic network. It links the values, goals, and environments that challenged and stimulated participants to exit self-employment.

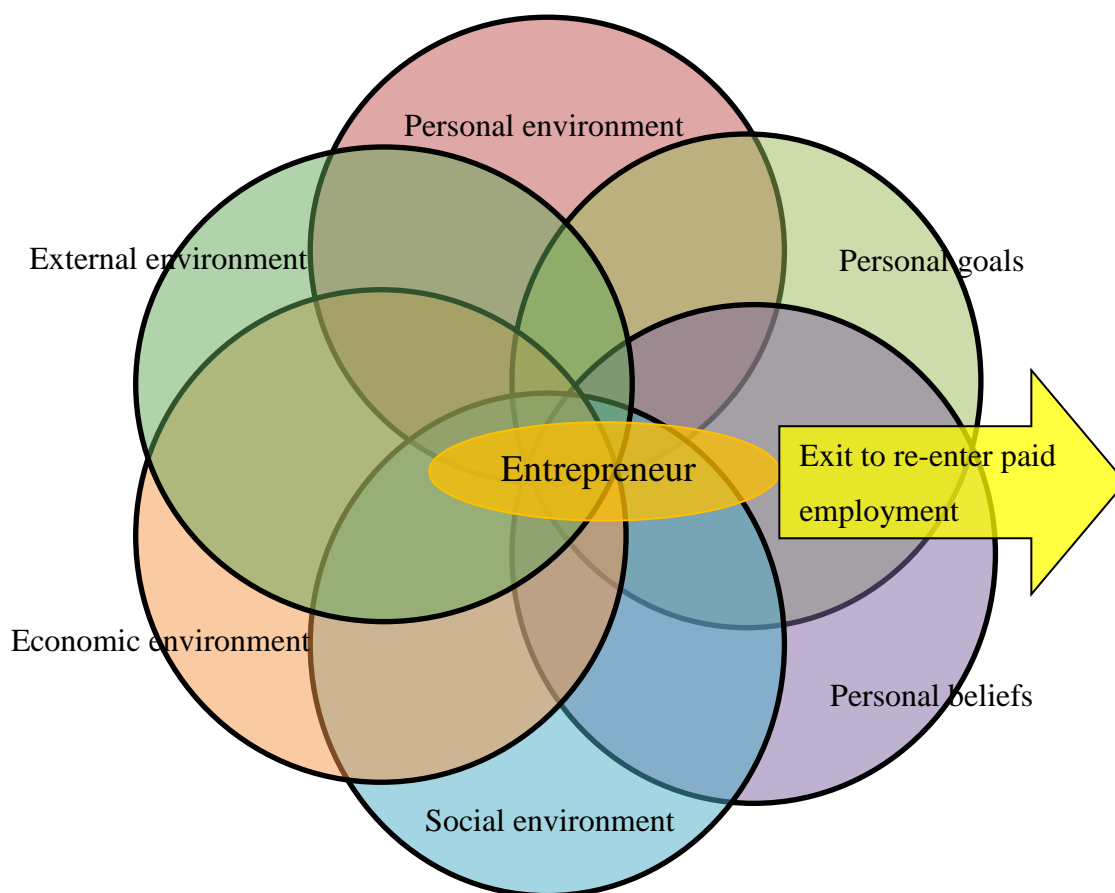


Figure 7.1: Diagram of events and environments affecting entrepreneurs

The findings and themed data were compared to existing data, and Maslow's hierarchy of needs theory was deemed a suitable comparison theory, in particular Maslow's (1943) study 'A theory of human motivations'.

7.3 Maslow's hierarchy of needs theory

Maslow first introduced the hierarchy of needs model in 1943, but the model remains valid today for understanding human motivation. All humans are motivated by needs and Maslow's model helps to explain how these needs motivate them. Maslow (1943) states there are five different levels of needs.

1. **Physiological needs:** these include the basic needs that are vital to survival, such as the need for food, water, air, and sleep. Maslow believes that these needs are the most basic and instinctive needs in the hierarchy and all needs become secondary until the physiological needs are met. Once the physiological needs are relatively satisfied there a need for security.
2. **Security needs:** these are important for survival, but not as demanding as the physiological needs. Examples of security needs include housing, employment,

insurance, and safe neighbourhoods. If both physiological and security needs are relatively gratified, the next level of love and belonging emerges.

3. Love and belonging or social needs: these needs include relationships such as family, friendships, community involvement, and companionship. Once the three previous needs are gratified the esteem need arises.
4. Esteem needs: these include the need for self-esteem, confidence, achievement, personal worth, recognition, self-respect, respect of other, and accomplishment.
5. Self-actualising needs: this is the highest level of Maslow's hierarchy of needs. Self-actualising people are self-aware, concerned with personal growth, morality, creativity, and spontaneity. They lack prejudice, are less concerned with the opinions of others and are interested in fulfilling their potential.

Maslow's hierarchy is most often displayed as a pyramid (see figure 7.2), although this was not designed by him. The pyramid's lower four layers are what Maslow called 'deficiency needs'. Even if all the physiological needs and those of, security, love and belonging, and esteem have been satisfied, "we may still (if not always) expect that a new discontent and restlessness will soon develop, unless the individual is doing what he is fitted for. [...] This need we may call self-actualisation" (Maslow, 1943, p. 382). Self-actualisation is the need to reach one's full potential and Maslow (1954, p. 91) describes the basis for self-actualisation as "what a man can be, he must be".

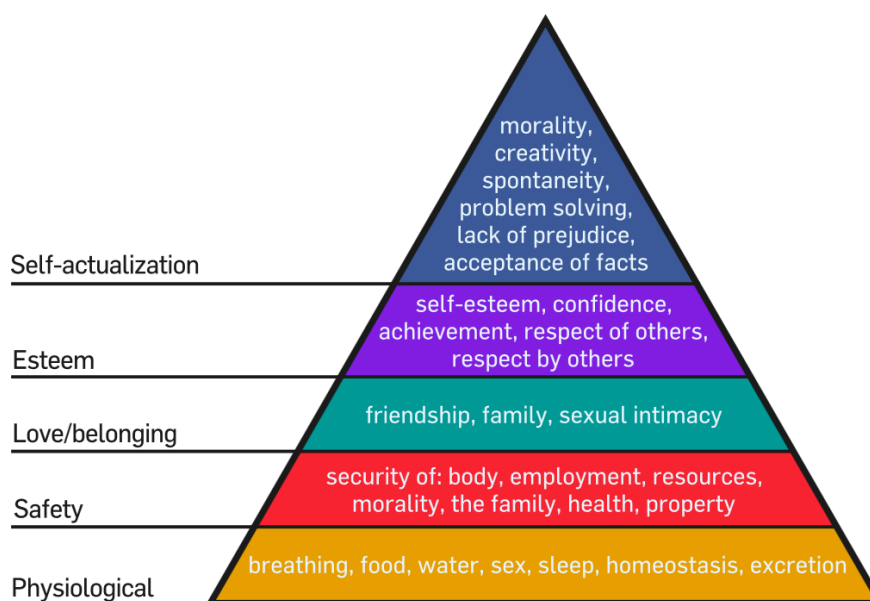


Figure 7.2: Maslow's hierarchy of needs theory

Source: <http://www.theconnectedmom.com/2010/06/sleeping-safe-and-psychologically-sound.html>

Maslow's theory "encompasses most of the needs which appear to play a part in motivation" (Elkin, Jackson, & Inkson, 2008, p. 97). Therefore, the themes presented in this study (family, work-life imbalance, health and stress, age, planned exit, security and stability, education, expectations of others, lack of development, and intuition) are juxtaposed with Maslow's hierarchy of needs.

Table 7.2: Maslow's hierarchy and exit self-employment motivations

Maslow's hierarchy of needs	Motivations to exit hospitality self-employment (themes)
Self-actualisation	Education, lack of development, intuition, work-life imbalance
Esteem	Expectations of others, intuition
Love and belonging	Expectations of others, age, family, work-life imbalance, health and stress, intuition
Safety	Security and stability of paid employment, work-life imbalance, intuition
Physiological	Age, planned exit, health and stress, intuition

Table 7.2 shows the comparison of self-employment reasons (themes) to exit self-employment with Maslow's hierarchy of needs. Six of the ten themes are placed in one of Maslow's needs, while four are placed in more than one of Maslow's needs.

Maslow's 'physiological' need relates to the themes 'age' (aging is a natural physiological process), and 'planned exit' (due to the physical and mentally demanding hospitality occupation, people are aware of the limitations to being able to stay long-term in this profession). 'Health and stress' is the result of physical disease and mental disease resulting from fatigue. People have a need for sleep, relaxation and rest and if they are deprived of these needs, their health deteriorates. 'Intuition' is the emotional intelligence beyond the rational mind, or according to Goleman (2006) 'gut feelings', and many decisions are made with intuition (on all levels, not just the physiological needs).

Maslow's 'safety' need relates to the theme 'security and stability of paid employment'. People have a need to create security so that they are able to pay the bills, and the irregular income of self-employment does not provide that security. Hospitality is a profession for many workers in which a regular and stable life-style is near impossible, and therefore the need to find this stability in paid employment results. Work-life imbalance is placed in Maslow's safety need as the pressure for the survival of the

business (securing income for basic needs) puts people under pressure to work longer hours. The need for this security increases the work-life imbalance in self-employment, as people work harder and longer to increase financial security.

Maslow's 'love and belonging' need relates to the 'family' theme (in this study it includes children, grandchildren, unborn children, partner, and parents). Maslow also identifies friends and colleagues in this category of the hierarchy of needs. Hospitality self-employment takes most of the time, attention, and energy of the entrepreneur and little time is left for other aspects of their life, especially people close to the person. The tension between family and friends and the business results in work-life imbalance and this has a negative effect on the health of the individual, which in turn creates stress.

Maslow's 'esteem' need relates to the 'expectations of others' theme. This links to social recognition where parents, for example, might have higher expectations of their children's profession, and many people in society hold the hospitality industry in contempt. This has an effect on the self-esteem and personal worth of a person, in this thesis the hospitality entrepreneur.

Maslow's need of 'self-actualisation' relates to 'planned exit once target has been reached', because for some people the operation was part of their self-actualisation, and once the goal had been reached they set another (new or higher) target. Intuition is placed in all five of Maslow's needs. The intuitive signals are an awareness of feelings and guide people in decision making (emotional intelligence) (Goleman, 2006).

Maslow's (1943, p. 386) hierarchy of needs seems "a fixed order but actually it is not nearly as rigid as we may have implied" and therefore the researcher feels comfortable in placing several themes in different needs. An integration of a model (figure 7.3) is designed in which Maslow's hierarchy of needs is placed in the centre, representing the self and the factors (called environments) that have an effect on the person and can push the equilibrium of the self out of balance.

Figure 7.3 employs six environments. These environments represent everything that is outside of a human being and have an effect on his or her motivations and decision making. Maslow's model of motivations is usually presented in a triangular format, but in reality it does not have any form. For ease of identification of Maslow's model, the triangular format has been maintained, but perhaps the use of interconnecting circles would be more appropriate. Circles have been used to symbolise environments in figure

7.3. This shows the natural environment in which all human beings live and the natural laws that control them, from the air humans breathe to the universe the earth operates in. None of the circles are designed to scale; in particular, the natural environment circle is tiny as it symbolises the infinite universe. 'Personal environment' represents family, marriage, home and community in which the person is living, together with their values and beliefs. 'Economic environment' represents the totality of economic factors, such as interest rates, the stock market, inflation, income, and savings that have an effect on a person. 'Social environment' represent their culture, education, and the communication and relationships between people. 'Workplace environment' represents colleagues, managers, employees and self-employed. The 'unknown' in the model represents the environment humans are still discovering, developing and creating. In the centre is Maslow's model, the self, the centre of the universe. All the environments are overlapping, meaning that the environments are having an effect on the other environments and the self. The model is a first attempt by this study to explain that all humans are part of a whole and all humans are affected by a variety of environments. Many more environments can be developed within the model, for example information technology (IT), flora and fauna, political, and quantum mechanics environments.

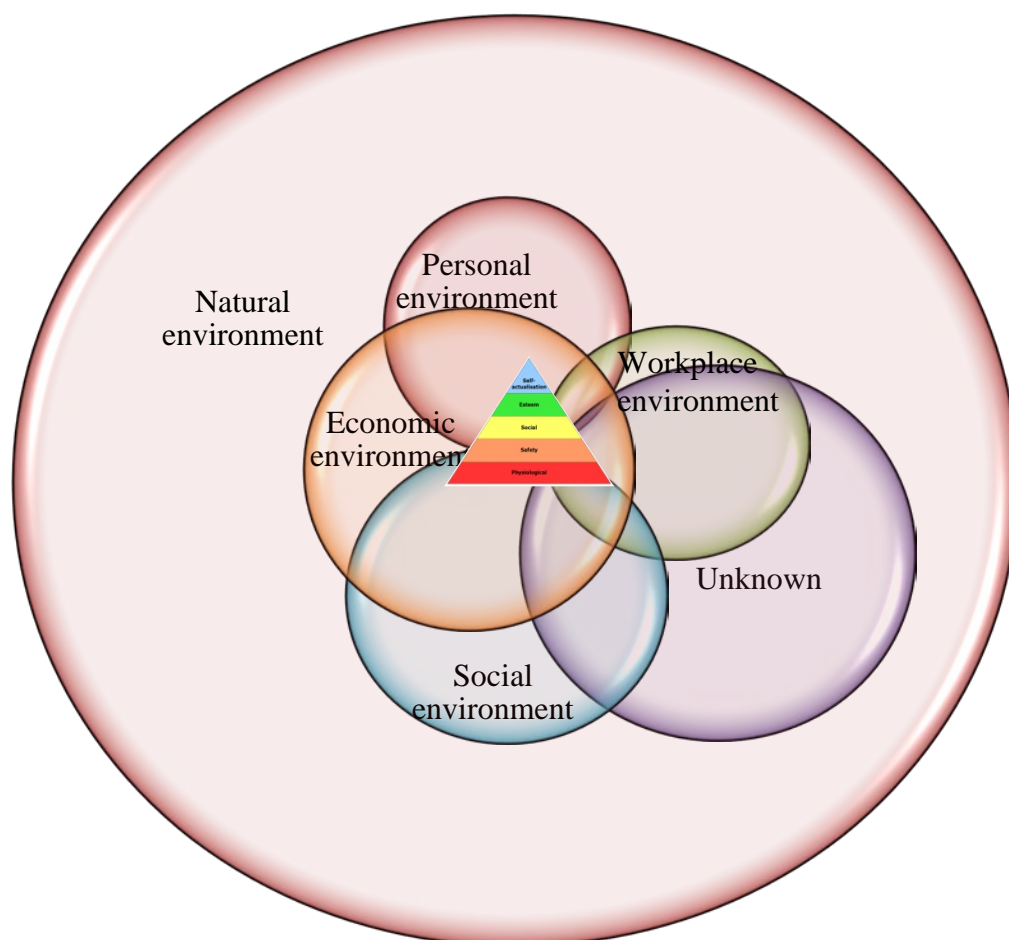


Figure 7.3: Maslow's theory and the effects of factors that affect humans

7.4 Conclusion

From the data analysis of the 16 interviews, it can be inferred that all hospitality entrepreneurs' experiences were unique, from the initial entry into self-employment with their personal disposition, skills, stages in the life-cycle, and aspirations, to the business itself, the development of the business, and the particular circumstances for exiting the business. The participants' journeys were a process of making dreams come true, striving for personal growth, and learning. Although ten motivational themes to make the transition from self-employment to paid employment were discussed, other themes were not discussed because of the time and word limitation of this study's exploration. Themes such as lack of business skills (financial, marketing and systems) by the owner, religion, racism, natural disasters, unhappy pets, and business located within another operation and therefore co-dependent, are some topics that have not been developed further.

The many elements communicated by the participants were placed in push and pull motivational factors alongside the appropriate themes, and this indicates that in all instances both push and pull motivational factors were involved. A table was used as a framework to indicate the many variables that are involved in the decision to exit self-employment and return to paid employment.

The matrix of motivations can be extended to infinitely small causes that motivate a person to leave self-employment. The findings show that the motivations behind the transition process back to paid employment is complicated and that many factors influenced the entrepreneur's final decision. This matrix of motivations does not stop with the hospitality entrepreneur but extends to all human beings in the world. The different environments that effect humans also affect the other environments. It is an infinite dance between all energies. Humans are just a tiny motivator, receiving and sending motivational factors, in the whole universe. Each human however is the centre of their universe and hopes to have some small control over it.

In the final part of this chapter Maslow's hierarchy of needs are discussed and the findings (themes) are juxtaposed with Maslow's theory. The findings in this study are consistent with Maslow's hierarchy of needs motivation, but the hierarchical order of needs is too rigid. What is missing is a level of intensity, which might change the hierarchical order of needs for a person. Maslow's hierarchy is two-dimensional, and it misses the energy levels that are necessary to reflect three-dimensions. Also, if time is brought into the paradigm the theory might reflect four-dimensions. This study further shows that Maslow's motivations, and the findings of this study, needs to be viewed in a wider, and more universal perspective. Most people prefer making choices that involve pull factors; however, from a wider perspective, one might conclude that avoidance of push factors is impossible.

Chapter 8 Conclusions

8.1 Introduction

In this final chapter, conclusions are drawn from the research. The chapter also includes limitations and finally sets out the recommendations of this study.

8.2 Research question answered

This thesis set out to answer one research question, which is to discover what the motivations are behind the transition from self-employed hospitality owner-manager to paid employment. A qualitative method was used through semi-structured and unstructured interviews to collect data from 16 participants. The number of motivational factors experienced ranged from eight for one participant to 38 for another, calculated to an average of 17 motivational factors. This indicates that a variety of factors was involved in the decision to exit self-employment. Three participants felt they were pushed, three mentioned that both push and pull factors were involved and ten participants said they felt they were pulled out of self-employment. However, the study identified a combination of both motivational push and pull factors with all participants.

Motivational factors were categorised into ten themes, and these motivations were then grouped as either a push or a pull factor. The ten themes are family, work-life imbalance, health and stress, age, planned exit, security and stability of paid employment, education, expectations of others, lack of development, and intuition.

1. There was clear evidence that family was important for the majority of the participants. Family contained both push (dependent children, marriage breakup, and aging and ailing parents) and pull factors (grandchildren and unborn children).
2. The second theme is work-life imbalance, and a correlation was identified between the theme of family and work-life imbalance. Many participants felt they could not start a family and combine it with the demanding operation or that they did not have sufficient family time. Many had a lack of holiday time, time with friends, and time for themselves. The majority of time was invested in the operation and although in the first few years of the operation that was not a problem, it eventually became a reason to exit self-employment.
3. The third theme of health and stress identifies the physical, mental and even spiritual tension between the operation and the participants. The lack of days off

and holidays meant that participants were unable to recuperate and eventually they became totally 'burned out'. The older participants felt that physically the entrepreneurship was eventually too demanding.

4. Age was identified as the fourth theme. Participants in the mid-thirties wanted to start a family, and participants over 50 wanted to work less.
5. Several participants had planned to exit prior to the start of the business. They wanted to operate the business for a limited time, depending on age, goal reached, or to sell the business for a profit. Many were aware that the demanding job could only be maintained for a limited period.
6. All participants had experienced paid employment prior to establishing a self-employed operation. They felt that the advantages of weekends off, holiday pay, regular income, study opportunities, working with colleagues to exchange knowledge, career progression, and regular working hours pulled them back into paid employment.
7. The level of education prior to paid employment influenced their exit from self-employment. In particular, participants with a university degree typically left entrepreneurship earlier and left the operation to their partners while they went into paid employment.
8. Expectations of the participants' parents on the career of their adult child influenced some participants. The parents felt that their child's hospitality career was temporary and later they would get a 'real' job. Others had pressure from the community, as a hospitality career was not perceived as prestigious.
9. Lack of development, either on a personal level or on a business level, meant that some of the participants felt they had become staid, bored and uninspired, so they returned to paid employment.
10. Intuition is the last theme and several participants identified influences out of their control that decided their return to paid employment. Words such as serendipity and karma, as well as phrases 'meant to be', and 'lessons to be learned' were used by participants during the interviews to express these unexplained phenomena.

This study used push and pull motivational factors that are similar to other researchers in hospitality studies (e.g. Kirkwood, 2009; Lynch, 1998; Morrison, 2000). Through using the push and pull factor model it became clear that both types of factors had an effect on the decision making of hospitality entrepreneurs. It was not just one or the

other. Other models could have been used, such as intrinsic and extrinsic motivations or conscious and unconscious motivations.

Furthermore, it might be concluded that no data saturation is possible. As each individual is unique, so are the many combinations of motivational factors behind the transitions. Since the combination of motivational factors is infinite, the qualitative approach for data collection was the method preferred rather than the quantitative approach. With the qualitative method, many factors were mentioned that were unexpected and sometimes surprising. Most likely if the same participants had been interviewed for a second time, more factors would have been identified as their lives are connected to many other lives, such as family, friends, community, employees, and suppliers. All these people have an influence on their lives and their decision making. Nobody in this world lives in a vacuum, and everyone is connected in some way to their environments. People have not developed in the absence of external pressures. Gender, race, culture, society, and religion all contribute to one's values and views.

8.3 Reflection on the methodology

The semi and unstructured interviews enabled the participants to narrate their stories and reflect and comment on their experiences. Most participants preferred to first narrate the highlights of the entrepreneurial period of their life and the satisfaction from that experience. At a later stage in the interview, painful or embarrassing moments were narrated and some participants became emotional. The researcher was able to relate to many of the narratives, as she was also an ex-hospitality entrepreneur and this connection created a bond.

The participants' lack of involvement in the creation and interpretation of their stories was a weakness of this study's methodology. The researcher would have liked (in hindsight) to have had the participants more involved in the analysis process by asking the participants to read their own transcribed interview and make corrections if needed. Secondly, it would have been better if the participants had had the option to add information to the transcribed data. Thirdly, the participants should then have been given the opportunity to read their case record and be able to suggest corrections, or clarify incorrect or misinterpreted information. Although interviews were transcribed verbatim, misinterpretations of the narratives might have been possible, because of the researcher's own (e.g. life, culture, gender) experience. Additional rich data might have transpired with the participatory involvement of participants during the analysis process.

However, at all times during the research process, the participant's intention was the foundation of the researcher's interpretation.

8.4 Reflection on findings

The findings of this study suggest that the ownership of small enterprises appears for many of the participants to be like a black hole in the universe rather than the pinnacle of a mountain. The business drew all the energy and time from the entrepreneurs. The impression was that some of the owners felt they needed to climb with difficulty out of this black hole, as the draw into it was very strong. So instead of feeling that they were coming down from a mountain once the pinnacle had been reached, they felt as if they were in a black hole they needed to climb out of; this is how some participants perceived the experience of self-employment. The participants who felt that they and the business were one had more difficulty letting go of the operation. Some used the word 'unplug', giving the impression that their energy was drawn into the operation. The business became part of them, their identity, and maybe even their ego. They were so busy focusing on the operation, that other areas, (such as relationships with family and friends, as well as interests) were neglected. This focused attention could usually only be maintained for a limited time. The purpose of weekends and holidays should have been to regain energy and temporarily focus on other things. Many participants underestimated the need for 'time out' and continued working until they felt they could not work any longer. They felt their only option was to sell the business and sever the ties with the operation completely. Participants who focused solely on the financial purpose of the business had fewer problems selling and either started another business or returned to paid employment. They seemed to have a 'harder' financial business approach rather than the 'softer' approach of feeling responsible for the customers.

The focus of this study was on motivation to return to paid employment and how participants faced the experience. Although some participants would never want to experience self-employment again, they were passionate about it while they were in it. However, the focus was too narrow and too long lasting for the many years some participants were in the business. If the intention of the business owner is to stay in an operation for a long period of time, they are advised to take work-life balance into careful consideration to prevent 'burnout'. Unfortunately this 'burnout' factor was experienced by most of the participants. Their resilience or ability to bounce back (i.e.

recover) from the stress of long hours and hard work eventually disappeared into a black hole.

The findings of this study are not just limited to ex-hospitality entrepreneurs who have left their self-employment in favour of paid employment. The findings can be applied to many people either in self-employment or paid employment. The need for work-life balance is imperative to the health and well-being of a person and increases their quality of life.

8.5 Limitations

A number of limitations have been identified and are discussed in this section.

The limitation of qualitative research is that the researcher can be biased. This may be the case in this study, as this researcher is an ex-hospitality entrepreneur who made the transition back to paid employment. The interpretations on the collected data from interviews might therefore have a degree of error. Although the researcher was aware of this potential bias, it was felt that qualitative data collection provides much richer data than quantitative data could give, especially because it was an exploratory study and little data had been previously collected in this domain. In any study, however, the researcher is ultimately responsible for the decisions of what is important to use in the study and what data is insignificant and should be discarded.

The case records, findings and discussion chapters reflect the recollections of the participants. They might have emphasised what they deemed to be important and left out what they considered non-essential. In this research, the differences in recollection were particularly noticeable in the data collected from participants whose interview was based on the same operation as different data were given. Attempting to research motivations was challenging and had several limitations. Participants might have been subject to self-reporting biases. They might have not recognised their real motives behind the transition of exiting entrepreneurship and entering paid employment. They might have put the emphasis on motivations that were perceived as positive and ignored the motivations that were perceived as socially negative. As a result, objectivity was difficult to achieve. Another obstacle was that motivations changed over time with age, experience, and achievements. As the participants in this research have started paid employment, and their self-employment finished some time ago, it might have been a challenge for some participants to remember their true motivations for the transition.

Therefore, this research should be regarded as a preliminary attempt to examine the topic, inviting further extensive studies in the future.

Furthermore, it should be kept in mind that these transitions contained a lot of emotional and personal involvement. Therefore, it is likely that some, if not all, participants might have held comments back that they wished not to share (including the researcher).

The findings relied on the memories of the participants and their ability to recall the situation and

might have been different than how they recounted actual events, particularly when the transition had been some years ago. Over the years, the sharp emotional edges of the transition might have been worn away through the analysis that goes on in human minds to make sense of an experience. On the other hand, more emphasis might have been laid on insignificant issues because of incidents that happened later on in life.

Attempts to find a cross-section of New Zealand ex-hospitality entrepreneurs did not succeed. All participants were Caucasian, which does not represent the multi-cultural society of New Zealand, and in particular, Auckland. Eleven participants' businesses were located in Auckland, four in small New Zealand towns, and one had businesses in rural New Zealand areas. The study, therefore, does not represent the hospitality industry of New Zealand as a whole, and any generalisations beyond this study should be made cautiously. Readers are advised to establish the level of comparability and transferability between this study and other situations. However, an attempt to have equal representation of gender voices has succeeded, and eight women and eight men were interviewed.

8.6 Recommendations

The study involving 16 participants was conducted in New Zealand, and included hospitality operations mainly located in Auckland. As such, the research raises the need for more extensive research not only in New Zealand, but also in other countries. An international comparative study might be beneficial in giving insights into the motivations of hospitality entrepreneurs who choose to exit self-employment in favour of paid employment across countries and cultures.

Family was identified as a large motivator for many participants to exit self-employment. The study recommends further research into the effects on family

members of owners of hospitality operations, in particular children. Are the children of hospitality self-employed parents affected by the working lives / lifestyles of their parents, and if so, how? Foremost, a study on small and medium sized hospitality business owners who lasted a minimum of (for example) ten years or more in the industry might be able to identify the actions they have taken to survive for such an extensive period in this sector.

The high rate of business start-ups and closures in small and medium hospitality enterprises might be reduced if the external environment, such as city or regional councils, can accommodate entrepreneurs rather than hampering the licensing process. It might be further reduced if the entrepreneurs are aware of the different environmental factors that are involved in maintaining their business, so that they can make proactive changes rather than reactive changes. The loss of talented people who are passionate about the hospitality sector is a great loss for the industry, especially if the majority leaves the sector altogether to pursue a career path in a different employment sector. As a result of this trend, overall the industry is lacking skilled labour.

Lastly, a large majority of the participants felt they had been pulled out of self-employment and that the change to paid employment was a positive step for them. They looked at self-employment as just another step in their career life, albeit a very important step, and those steps are part of life. Selling the operation was an important decision in their life, and all participants moved on from there. They increased their awareness of the need to adopt a more 'balanced' approach in order to achieve their life-long aspirations.

8.7 Implications

Although many of the participants mentioned that they were looking forward to reading this thesis once it was finished, this study believes it is more important for it to be read by current and nascent hospitality entrepreneurs. They might learn from the experiences and might find solace in reading the accounts of others who have gone before them. They might stay in the hospitality business longer and be able to maintain the consistency so desperately needed in the industry. The high turnover of not only paid employees but also of owners means that valuable skills and knowledge are taken away from the industry.

8.8 Conclusion

The objective of this study was to identify the motivations behind the transition from hospitality self-employment to paid employment, in particular the pull rather than the push factors. This objective has been fulfilled, although a combination of both pull and push factors were indicated by all participants. In particular, work-life imbalance had a great effect on the decision to exit entrepreneurship. By contributing towards filling this gap in the research, the challenges of the work-life balancing act of a hospitality entrepreneur can be better understood. Although one might conclude that the work-life imbalance of an entrepreneur is self-inflicted, the expectations of oneself, partner, family, community and customers all add weight to the balancing act that might affect the likely length of time in the business. Furthermore, the current emphasis of the education of (hospitality) entrepreneurs would appear to be focused on marketing, finance and business systems, but little or no consideration is provided for work-life balance. A significant finding of this study is that work-life imbalance may be the most likely reason for a hospitality entrepreneur to leave self-employment. Therefore, providers of education in hospitality entrepreneurship should consider implementing the teaching of work-life balancing skills in their entrepreneurial courses to prepare nascent and current entrepreneurs with crucial tools in order to allow them to work more effectively, create better work-life balance and last longer in the entrepreneurship.

Hospitality associations such as the Restaurant Association of New Zealand (RANZ), the Hospitality Association of New Zealand (HANZ), the Service Professionals Association of New Zealand (SPANZ), and the New Zealand Chefs Association (NZChefs) can improve their services and support to their self-employed members by raising awareness of the benefits of work-life balance and produce guidance specific to the industry.

For nascent and current hospitality entrepreneurs the advice is simple. If they follow their passion and do what they enjoy best, they can work harder and longer. However, it is imperative to take breaks and be away from the business on a regular (e.g. yearly) basis. These breaks can re-energise a person and can give fresh ideas and new perspective to manage the business. It is the boredom, psychological conflict and disease that can undermine the entrepreneur, not the hard work. Once the passion for the business is gone, the entrepreneur can try something else; another business or a career change.

The participants in this study were and are successful in their own right; they had a self-employment experience and moved back to paid employment and got on with their life. They re-evaluated what they wanted to achieve in life and made the change accordingly. Conrad Hilton was quoted by Maxwell (2000, p. 143): “Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don’t quit”. The participants in this study did just that; they didn’t quit, they moved on to another adventure.

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Appendix 1: Participant Information Sheet

Participant Information Sheet



Date Information Sheet Produced:

16 August 2011

Project Title

From self-employed hospitality entrepreneur to paid employment: The motivation(s) behind the transition.

An Invitation

What is the purpose of this research?

Kia ora! I am Siets Andringa, a Masters student in International Hospitality Management at AUT. As part of this degree I am undertaking a research project leading to a thesis. My project examines the motivation(s) behind the transition from hospitality entrepreneurs to paid employment.

I am inviting you to participate in this study. If you agree to participate, I will interview you at a place and time convenient to both of us. The interviews will be recorded and transcribed and will form the basis of my research project and some of the information put into my thesis.

How was I identified and why am I being invited to participate in this research?

You are known to me, or were recommended by a previous participant. I am inviting you to participate because you have been self-employed in the hospitality industry for a minimum of 3.5 years and are now in paid employment.

What will happen in this research?

You will be asked for a face-to-face interview with me to tell me why you left self-employment to go into paid employment. I will ask you to bring any supportive material you are happy to share such as letters, emails, and diaries that were written during the transition to paid employment. I will not copy them, but will give you the opportunity to add them to your story and jog your memory if necessary.

What are the discomforts and risks?

No risks are anticipated except perhaps mild embarrassment over anything you decide to tell me.

How will these discomforts and risks be alleviated?

If you want to stop or withdraw from the project, you may do so without question at any time before the data is analysed, and your information will be removed

What are the benefits?

I hope to find out more about why people leave self-employment and go into paid employment, and the work I do on this will help me gain a master's degree.

How will my privacy be protected?

Your confidentiality will be respected and a pseudonym used in the thesis to protect your privacy. All data from this study will be stored in a locked filing cabinet on completion, and during the study, on a passworded computer.

What are the costs of participating in this research?

Just your time - a one hour interview is requested, and the time it takes you to check your transcription afterwards, if you wish to do so.

What opportunity do I have to consider this invitation?

If you are happy to participate, please email me at the address below within one week.

How do I agree to participate in this research?

By signing the consent form I will give you before I start the interview.

Will I receive feedback on the results of this research?

Yes – I will email you a link to my thesis on Scholarly Commons if you request this on the Consent form.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Dr Jill Poulston, or Dr Tomas Pernecky

Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTECH, Dr Rosemary Godbold, rosemary.godbold@aut.ac.nz, 921 9999 ext. 6902.

Whom do I contact for further information about this research?

Researcher Contact Details:

If you have any questions or would like to receive further information about the project, please contact me on 021 078 1212 or siets.a@gmail.com.

Project Supervisor Contact Details:

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisors, Dr Jill Poulston, 921 9999 extension 8488, jill.poulston@aut.ac.nz or Dr Tomas Pernecky, 921 9999 extension 6764, tomas.pernecky@aut.ac.nz at the School of Hospitality and Tourism at AUT.

Approved by the Auckland University of Technology Ethics Committee on *4 October 2011*, AUTECH Reference number *11/235*



Appendix 2: Consent Form

Consent Form

Project title: ***From self-employed hospitality entrepreneur to paid employment: The motivation(s) behind the transition.***

Project Supervisor: ***Dr Jill Poulston and Dr Tomas Pernecky.***

Researcher: ***Siets Andringa***

- ☐ I have read and understood the information provided about this research project in the Information Sheet dated 4-10-2011.
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- ☐ If I withdraw, I understand that all relevant information including tapes and transcripts, or parts thereof, will be destroyed.
- ☐ I agree to take part in this research.
- ☐ I wish to receive a copy of the report from the research (please tick one): Yes ☐ No ☐

Participant's signature:

Participant's name:

Participant's Contact Details (if appropriate):

.....

Date:

Approved by the Auckland University of Technology Ethics Committee on 4 October 2011 Reference number 11/235

Note: The Participant should retain a copy of this form.

Appendix 3: Interview Questions

Interview Questions



Date Interview Questions Produced:

15 August 2011

Project Title

From self-employed hospitality entrepreneur to paid employment: The motivation(s) behind the transition.

Self-employment questions

1. What type of hospitality business did you own?

Hotel	<input type="text"/>
Motel	<input type="text"/>
Hostel	<input type="text"/>
Bed and Breakfast	<input type="text"/>
Restaurant	<input type="text"/>
Café	<input type="text"/>
Coffee shop	<input type="text"/>
Take away	<input type="text"/>
Others (Specify)	<input type="text"/>

2. Did you have a business partner?

Yes	<input type="text"/>
No	<input type="text"/>

5.1. If yes, what type of partner?

Spouse	<input type="text"/>
Partner	<input type="text"/>
Business partner	<input type="text"/>
Business partners	<input type="text"/>
Others (specify)	<input type="text"/>

3. What best describes your role in the business?

Chef

Manager (specify)

Others (specify)

4. How many years did you have the business for?

5. Which year did you sell the business?

6. In which country was your business?

New Zealand

Other (specify)

7. In what type of community was the business?

Urban

Suburban

Rural

Others (specify)

8. Why did you start the business, as in what were the motivations to enter in self-employment?

9. What was it like to run your own business?

10. Why would you or wouldn't you start the business again, if you knew then what you knew now?

11. Please explain why and what you enjoyed most about being self-employed?

12. Please explain why and what did you enjoyed least about being self-employed?

13. What makes you say that you were having a successful/unsuccessful business?

14. So why did you sell the business?

15. Were you pushed or pulled out of self-employment?

16. What was it like to sell the business?

17. What was it like to be without the business?

18. What was it like to be unemployed for some time?

19. Why would or would not start your own business again, if you had to live this life again?

20. Why is the self-employment for you a negative or a positive experience?

Paid employment questions

21. In which sector are you employed currently?

Hospitality
Education
Marketing
Healthcare
Others (specify)

22. What position are you holding?

Specify

--

23. How long have you been in paid employment?

24. What was it like to work for an employer after being self-employed for so many years?

Siets Andringa

Signed:

Approved by the Auckland University of Technology Ethics Committee on 4 October 2011, AUTEK Reference number 11/235.