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## ENTREPRENEURS' LIFE-ROLE VALUES AND WORK-FAMILY MANAGEMENT STRATEGIES: THE ENACTMENT OF PERSON-VENTURE FIT (SUMMARY)

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## SUMMARY

### ENTREPRENEURS' LIFE-ROLE VALUES AND WORK-FAMILY MANAGEMENT STRATEGIES: THE ENACTMENT OF PERSON-VENTURE FIT

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#### **Principal Topic**

Building on the work-family and fit literatures, we theorize how entrepreneurs can strive to reduce work-family conflict and subsequently improve their well-being. Specifically, we conceptualize how entrepreneurs enact a venture environment that fits with their life role values through appropriate work-family management strategies. Because entrepreneurs are the active element of new venture creation (Baron, 2007), we extend the person-environment fit literature (Edwards, 1991; Kristof, 1996) by arguing that rather than simply being a static match between the individual and the environment, person-venture fit (P-V fit) is a dynamic process of enactment whereby the entrepreneur utilizes appropriate work-family management strategies based on his/her life role values to achieve an optimal balance between work and family.

#### **Method**

We take iterative steps between qualitative data obtained through interviews with entrepreneurs and develop a set of propositions illuminating the entrepreneur's strategies to enact P-V fit (Miles & Huberman, 1994). We present a conceptual model on the enactment of P-V fit to guide future research and discuss theoretical and practical implications on work-family interface and entrepreneurship.

#### **Results and Implications**

Our contributions are two-fold: first, our P-V fit conceptualization contributes to the key linkages of work-family interface and entrepreneurship, specifically how one can pursue a fulfilling entrepreneurial career without experiencing a high level of work-family conflict. Some argue that entrepreneurship is conducive to achieving work-family balance, especially for women who often see it as a life choice that integrates career and family needs (Buttner, 1993; Heilman & Chen, 2003; Schindehutte et al., 2001). However, empirical research on work-family interface and entrepreneurship seem to suggest otherwise. Studies found that self-employed experienced greater work-family conflict (Parasuraman et al., 1996; Parasuraman & Simmers, 2001) as the demand in building up a business can lead to negligence on family responsibilities (Loscocco, 1997), even to the extent of marriage breakup (Neider, 1987). However, too much emphasis on family responsibilities can dampen venture performance (Jennings & McDougald, 2007). Our study highlights the agentic role of the entrepreneur and argues that the deliberate enactment of P-V fit could effectively mitigate work-family conflict. Second, we address entrepreneurship scholars' call to move beyond the health of the business venture to the health of the entrepreneur. The entrepreneur's well-being is a critical dependent variable in its own right, as well-being could have significant implications on performance (Shepherd & Haynie, 2009). Essential to maintaining optimal well-being entails managing work-family interface (Greenhaus & Beutell, 1985; Parasuraman et al., 1996) that involves establishing a fit between individual values and venture model.

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