



The Pursuit of Happiness - Satisfaction from Employment and Entrepreneurship

Can job role characteristics and procedural utility aid in explaining why some jobs make individuals happy while others do not?

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Abstract

On average, entrepreneurs have lower incomes than employed individuals, work longer hours, and endure more stress. In spite of the grim reality, research has consistently shown entrepreneurs are more satisfied with their lives than employees.

Through interviews with three former employees who have all undergone a transition to entrepreneurship, this study brings an in-depth understanding of how a set of individuals perceive this transformative journey. The interviews have been analysed by drawing upon insights from research on procedural utility - the notion that people value processes at work more than outcomes - and the job characteristics model framework (JCM), which has recently been adapted for entrepreneurship research. The JCM framework implies an increase in different variables (Task Variety, Task Significance, Task Identity, Feedback, and Autonomy) will lead to an ensuing increase in job satisfaction. In turn, job satisfaction correlates positively with overall life satisfaction.

Our results show the interviewees perceived their employment as more interesting in relation to all variables but one: autonomy. However, all perceived themselves as more happy in their entrepreneurial lives, which suggests autonomy is a source of utility and motivation which potentially trumps all other identified variables in terms of its significance for satisfaction. Additionally, two new variables - labelled social context and responsibility - were identified as possible precursors for satisfaction, which we suggest are further explored in future research on the area.

Keywords: Procedural Utility, Job Characteristics Model, Entrepreneurs, Satisfaction, Happiness, Autonomy.

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1. Introduction

With losses amounting to billions for the annual year 2011, Sony was in deep fiscal trouble. In response to the financial turmoil, company president Kazuo Hirai proposed a fifteen percent reduction of the mobile communications workforce. Shortly thereafter, 1000 employees at Sony's division in Lund, Sweden, were informed they would soon have to find new sources of income. While a great deal of the individuals subjected to the cuts went on to work for companies, some took their chances and instead pursued entrepreneurship as an alternative career path - a journey likely to have an immense, transformative impact on an individual's life. Through an interview based qualitative research method, this study seeks to provide an in-depth understanding of how three former Sony employees perceive their jobs in terms of satisfaction gained, across employment and entrepreneurship.

On average, entrepreneurs have lower incomes than employed individuals, while still working longer hours (Hamilton, 2000; Parasuraman & Simmers, 2001; Moskovitz & Vissing-Jorgensen, 2002). To make matters worse, entrepreneurship is associated with a high degree of stress, constant obstacles to overcome, and uncertainty regarding outcomes (Schindelhutte et al, 2005; Shepherd et al, 2000).

Paradoxically, research consistently shows that entrepreneurs are overall more satisfied with their lives than employees (Benz and Frey 2008; Millán et al. 2013; Bradley and Roberts 2004). The results stand when controlled for underlying variables such as hours worked or income earned. Benz and Frey (2008) attributes the observed difference in satisfaction by introducing the concept of procedural utility. Essentially, procedural utility means people value processes - such as autonomy at work and a sense of purpose - more than outcomes (money and hours worked). While Benz and Frey (2008) manage to establish a clear correlation between procedural utility and job satisfaction, they do not provide a comprehensive understanding of procedural utility as a phenomenon. Even though it is clear that procedural utility is beneficial for achieving job satisfaction, it remains unclear whether certain processes matter more than others. In this respect, further knowledge can be derived from the Job Characteristics Model (JCM).

The JCM model was first construed by Hackman and Oldham in 1976, with the purpose of shedding light on influencing factors for employee satisfaction. Even though the JCM framework has been used for studying employee satisfaction for decades, it has just recently been adapted for research on entrepreneurs, with the most notable contribution coming from

Schjoedt (2009). In Schjoedt's research (2009), three significant predictors of entrepreneurs' job satisfaction (EJS) are identified. As Schjoedt (2009: 639) puts it, the "study extended a validated model from the organizational literature into the area of entrepreneurship to enhance our understanding of entrepreneurs ... by considering and finding support for variety and feedback, in addition to autonomy, as important factors in explaining why and how entrepreneurs manage to enjoy the journey".

Moreover, adding to the complexity of the phenomenon at hand, being satisfied with one's job also has positive effects on life satisfaction overall. Among the major determinants of well-being, employment stands out as the single most important influencing factor, and the correlation between the two is well substantiated in research (Winkelmann & Winkelmann, 1997; Darity & Goldsmith, 1996; Björklund & Eriksson, 1995) Employment is not only an important as a source of money – it is an integral part for establishing a societal identity, gaining a healthy dose of self esteem, and forming valuable relationships (Winkelmann & Winkelmann, 1997). Hence, it is not surprising that its corresponding effect on the well-being of individuals is profound. In addition to exploring the effects transitioning from employment to entrepreneurship have on individuals' job satisfaction, this study also seeks to understand the corresponding effects on their overall life satisfaction.

Inarguably, studying an abstract phenomenon such as life satisfaction comes with certain methodological challenges that must be addressed. What is life satisfaction – or happiness – even? No easy answer exists, and definitions may vary. However, a common definition of life satisfaction – which is also employed in the current study – is the "degree to which an individual judges the overall quality of his life-as-a-whole positively", or in other words, "how well one likes the life one lives" (Kalmijn, 2006: 1). Here, it is worth mentioning that the terms happiness, life satisfaction and well-being will be used interchangeably in this study, and thus refer to the same phenomenon.

In an article from 2006, Harvard professor David Gilbert (2006) argues happiness is a phenomenon that cannot be properly defined through words. Rather, it is a "you-know-what-I-mean feeling" (Gilbert, 2006: 3). All human beings recognize the feeling of happiness when they are faced with it, even though they may not be able to pinpoint the exact source of the feeling. Fortunately, this insight makes life easier for happiness researchers, since it means that people all over the globe know what it is like to feel happy. Thus, a general question such as "all things considered, how happy are you with your life"? will provide the researcher with a good indicator of an individual's level of happiness (Graham, 2010; Gilbert, 2006).

1.1 Aim, Research Question and Justification

Through combining Schjoedt's (2009) newly devised EJS-framework with research on procedural utility, the aim of this study is to provide an increased understanding of the factors influencing entrepreneurial job satisfaction. This is achieved through a qualitative study of three Swedish entrepreneurs that have all undergone a transition from employees to entrepreneurs. The aim is to explore the subjects' perceived satisfaction as organizationally and entrepreneurially employed, and how this perception is related to job characteristics and procedural utility. In line with this aim, one of the objectives of this study is to deepen the understanding of the role of procedural utility in explaining why some employment types, and their corresponding job characteristics, are more conducive for well-being. It is the researcher's beliefs that such insights could lay the foundation for development of practical tools for entrepreneurs to evaluate a potential business venture from a holistic perspective, and thus make more well rounded, balanced choices and become happier and more efficient entrepreneurs. With this aim in mind, the research question chosen is the following:

How do former employees perceive job and life satisfaction gained from employment contra entrepreneurship?

Before proceeding further, to avoid confusion it is first necessary to define the central terms "entrepreneurs" and "self-employed" which are used continuously throughout the study. As pointed out by Schjoedt (2009), entrepreneurs create and operate new ventures. Self-employed, on the other hand, may own and run businesses they did not create themselves, since it is possible they have either bought or inherited them. Hence, "entrepreneurs are part of the self-employed; but the self employed are not necessarily entrepreneurs" (Schjoedt: 2009: 620). Consequently, research on the satisfaction of self-employed can be used for understanding entrepreneurs' satisfaction, but the opposite is not necessarily the case. For the purpose of this study, whenever the term "entrepreneurs" is used we are talking about individuals who have both funded their own business and are operating it. Consequently, when using the term "self-employed", we are discussing individuals operating their own business, but who did not necessarily create the company themselves.

The need for this study stems from two main points. First, a majority of studies on entrepreneurial job satisfaction employs quantitative methods (Benz and Frey 2008; Block & Koellinger, 2008; Frey & Stutzer, 2005; Schjoedt, 2009).

Consequently, by using a qualitative method based on semi-structured interviews, the current study provides a more in depth understanding of job satisfaction than studies involving large-N samples. A welcome outcome would be to illuminate from the entrepreneurs perspective why certain ventures would be more suitable than others from a process perspective. This practical understanding of the value of the everyday process rather than the outcome could serve to create more well-equipped and healthy entrepreneurs, making holistic rather than economically based decisions.

Second, this is one of the first qualitative studies to use the insights from Schjoedt's (2009) EJS model in combination with research on procedural utility in an effort to understand the factors influencing entrepreneurs' job satisfaction. Thus, the study at hand fills a knowledge gap in the entrepreneurial research field, and provides further research directions.

1.1.2 Bridging the Quantitative-Qualitative Gap

As will be become evident henceforth, most of the theoretical assumptions employed in the current study derives from research conducted with quantitative methods. Benz & Frey's (2008) research on procedural utility is wholly quantitative in nature, and so is Schjoedt's (2009) adaptation of Hackman and Oldham's (1976) JCM framework. Therefore, before proceeding, it is first necessary to further motivate why a qualitative approach has been selected for this study.

As detailed by King et al. (1994: 3), quantitative and qualitative research "sometimes seem to be at war". By mainly using numbers and statistical methods, quantitative research is generally used in pursuit of measurements, analyses, and causal inference. Contrastingly, none of the approaches used in qualitative research rely on numerical measurements. However, as argued by King et al (1994: 4), the differences between the two methods are only stylistic, since they rely upon the same underlying logic of inference: both use "observations from the world to learn about other unobserved facts" (King et al (1994: 8). Hence, findings derived from quantitative research can be successfully explored through the lens of qualitative research.

It is important to note that the purpose of this study is not to in any way calculate or measure the impact of the factors deemed to influence entrepreneurs' satisfaction. Instead, we aim to fully take advantage of the strengths associated with qualitative research methods - delving into details, thought processes, and narratives - in order to provide a deeper holistic understanding of the phenomenon at hand (Bryman & Bell, 2011). As Rennick (2015: 45) points out, a scholar can either attempt to explain actions through (1)

seeking objective truths and causal links, or (2) by focusing on “the meaning that actors attribute to their action, and in this sense attempt to understand a phenomenon from the perspective of those who generate it”. The current study adopts the second viewpoint, and therefore conforms to an interpretivist ontological position. Moreover, since the aim of the study is to “interpret meanings perceptions, and the process of action”, a constructivist epistemological stance has been employed (Marsh & Stoker, 2010: 83).

2. Theoretical Framework

In order to provide the reader with a thorough understanding of the theoretical assumptions this study builds upon, a review of the current state of job satisfaction research is provided.

2.1 Why are Self-Employed more satisfied with their jobs?

Since the early 2000s, research on self employment and its effect on job satisfaction has gained momentum, and several groundbreaking articles on the subject have been published. Through comparing self-employed workers with those employed in organizations, numerous researchers have concluded that self-employed workers consistently attain higher work satisfaction scores than organizationally employed workers (Benz and Frey 2008, Millán et al. 2013, Blanchflower 2004, Bradley and Roberts 2004). The results stand when controlled for underlying variables such as hours worked or income earned.

In an article from 2008, Benz and Frey studied data from Germany, Great Britain and Switzerland with the purpose of comparing self employed and organizationally employed workers job satisfaction. They conclude that self employed workers are considerably more satisfied with their jobs than their organizationally employed counterparts in all three countries (Benz & Frey, 2008: 362). Benz and Frey explain the higher degree of job satisfaction felt on behalf of self-employed people compared to those organizationally employed through introducing the concept of procedural utility:

Procedural utility refers to the value that individuals place not only on outcomes, as usually assumed in economics, but also on the processes and conditions leading to outcomes. People care not only about the 'what', but also about the 'how'; or they value the 'means' beyond the 'ends' (Benz & Frey, 2008: 363).

As detailed by Benz and Frey (2008: 364), procedural utility aims to integrate an element of human utility into economics. As a concept, procedural utility has its roots in psychological research on autonomy as a crucial element of human well being. Humans have a deeply ingrained desire to be autonomous and self organize our actions. Through doing so, we are more likely to experience

ourselves as capable and effective, and find that our abilities are put to good use. Autonomy is not valued by humans for leading to better outcomes (such as higher incomes or reduced work loads), but because “having control over one’s actions satisfies a basic human psychological need” (Benz and Frey, 2008: 364). Hence, people can be satisfied with an unfavorable outcomes as long as the procedure leading up to it is deemed ‘good’. Similarly, a favorable outcome may provide little satisfaction if the procedure leading up to it was ‘bad’.

2.2 Does Self-Employment and Entrepreneurship always lead to satisfaction?

In spite of the fact that most research points toward the notion that self employed people are happier, some scholars have reached opposing conclusions. Through conducting a Large N study of 658 Chilean workers, Loewe et al (2014) found that self-employed people were on average less satisfied with their lives than their organizationally employed counterparts. However, it is possible that the contradicting results can be explained through distinguishing between the context workers find themselves in. As a case in point, Binder and Coad (2013) used a dataset to study a nationally representative sample of Britain's working population, with the aim of finding out whether moving into self employment always lead to a boost in happiness. The researchers find that individuals who undergo a transition from regular employment into self-employment experience an increase in life satisfaction lasting at least up to two years. However, individuals moving from unemployment to self-employment are not more satisfied than those who go from unemployment to organizational employment (Binder & Coad, 2013: 1009). The researchers attribute this difference to the fact that some people go into self-employment out of opportunity, while others do so on the basis of necessity. The latter group is unlikely to experience an increase in satisfaction from their entrepreneurial activities. This finding is supported by researchers Di Tella and MacCulloch (2003), who conclude that being self employed mainly has a positive and significant effect on happiness in rich societies where the prevalence of necessity entrepreneurship is lower.

In a recent article, Carree and Verheul (2012) investigated factors influencing satisfaction levels through a sample of 1107 Dutch entrepreneurs. It was found that founders driven by intrinsic motives, as opposed to extrinsic, are more satisfied with their leisure time, and are better able to cope with stress. As elaborated upon by Carree and Verheul (2012: 375), intrinsic motivation relates to an entrepreneur’s wish to be independent, combine work and household duties, and taking on the challenge of entrepreneurship.

Contrastingly, extrinsic motives – such as being driven into entrepreneurship because no other job is available – have been found to correlate negatively with entrepreneurial satisfaction (Carree and Verheul, 2012: 372).

Finally, in a seminal study by Parasuraman and Simmers (2001), an additional factor is identified which may explain why the transition from employment to entrepreneurship may not always lead to increases in satisfaction. Through introducing a family role and a work-family conflict variable, the researchers were able to illustrate that even though entrepreneurs, coherent with previous research, report higher levels of job satisfaction, this does not always lead to a better well-being outcome. The findings highlight that the entrepreneurs in the sample had significantly higher reported work-family conflict, and significantly lower family satisfaction than organizationally employed individuals. This study brings a balance to the field of research and suggests that there are trade-offs between the costs and benefits of being an entrepreneur, and that certainly entrepreneurship is not a given recipe for attaining a higher satisfaction in life.

2.3 Job Characteristics Research

The conditions affecting individuals' satisfaction at work have often been explored through job characteristics theory, which falls under the work design research field. Until the 1960s, the prevailing attitude was that work tasks ought to be simplified as much as possible in order to maximize production. However, it was soon discovered that most of the production boosts arising from routinizing and effectivising tasks disappeared due to worker dissatisfaction (Hackman & Oldham, 1976). In light of this, Hackman & Oldham (1976) devised the Job Characteristics Model (JCM) to aid the process of understanding and determining which factors influence individuals' job satisfaction. Hackman & Oldham's model stake out four core characteristics essential for achieving job satisfaction: autonomy, task variety, task identity, and task feedback.

Since the advent of the JCM, the four original core job characteristics proposed by Hackman & Oldham have been consistently employed in research. However, as will be described in the next section, it was not until recently they were adapted for usage in entrepreneurship research.

2.3.1 Adapting the JCM model for entrepreneurship research

In 2009, Schjoedt set out to answer the question whether Hackman & Oldham's four core job characteristics, which have been used extensively in organizational research, could also explain entrepreneurs' satisfaction. In the study, Schjoedt (2009) applied a regression analysis on a sample of 429 entrepreneurs and 118 non founding top managers at the same organizational level as a comparison group. Top managers were defined as individuals in charge of companies who did not partake in the startup phase. The purpose of the study was to test whether the four original JCM variables influence the job satisfaction of top managers and entrepreneurs differently. It was found that while entrepreneurs experienced significantly higher levels of the four job characteristics than top managers, the results supported a conclusion "that the four core job characteristics explain why and how entrepreneurs manage to enjoy the journey" (Schjoedt, 2009: 639). However, Schjoedt (2009) also found that not all four core job characteristics are as important for entrepreneurs, since no correlation was found between task identity and satisfaction.

As will be made evident henceforth, we have identified a total of six core job characteristics which will be used to understand how the three respondents included in the current study perceive satisfaction gained from employment and entrepreneurship. Next, the six factors will be defined and contextualised by drawing upon both Schjoedt's (2009) research, and relevant findings presented by other scholar.

2.3.2 Autonomy

Autonomy is defined as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman & Oldham, 1976, p. 258). For entrepreneurs, autonomy is related to a larger degree of perceived control over situations, which may enable them to structure themselves in a manner which increases their efficiency, something which has been associated with an increase in well-being through a better work-life balance (Greenhaus et al., 1989). However, more significantly, autonomy is positively correlated with well-being not because of its relation to better outcomes, but because the basic notion of controlling one's actions satisfies an inherent psychological need (Deci & Ryan, 2000; Benz and Frey, 2008).

As a construct, autonomy is of great interest to the entrepreneurship research field, and is one of the most widely researched characteristics of

entrepreneurial activity (Bachelor, et al., 2014; Schjoedt, 2009). Mechanisms identified in the literature tend to relate an increase in autonomy to an increase in general satisfaction for both entrepreneurs and employees (Schjoedt, 2009). Yet, it is the perception of greater autonomy which ultimately pulls many individuals into entrepreneurship (Bachelor, et al., 2014). However, this perception is not a general truth, since cases exist where entrepreneurial ventures provide low levels of autonomy, such as in some high growth ventures or joint ventures spawning from the corporate realm (Zhang and Li, 2001).

2.3.3 Task Variety

Task Variety is “the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the person” (Hackman & Oldham, 1976, p. 257). As pointed out by Schjoedt (2009: 622), entrepreneurs partake in a vast array of activities when developing a business venture. They conduct marketing research, develop the business model, uphold customer relationships, sell services and products, and so on. Hence, entrepreneurs regularly engage in tasks which require them to use different skills and abilities, and are expected to experience a high degree of variety. The general tendency is that when all else is equal an increase in task variety in a job should result in an individual experiencing higher levels of motivation and satisfaction (Schjoedt, 2009; Bachelor, et al., 2014).

2.3.4 Task Identity

Task identity is defined as “the degree to which the job requires completion of a ‘whole’ and identifiable piece of work; that is, doing a job from beginning to end with a viable outcome” (Hackman & Oldham, 1976, p. 257). In Schjoedt’s (2009) research, the regression coefficients for task identity were small in magnitude, and no significant link between a high degree of experienced task identity and satisfaction was observed. A possible explanation, as argued by Schjoedt (2009: 634), may be that the entrepreneurs and top managers included in study to a large extent handed off the completion of tasks to employees at lower organizational levels. Therefore, it is possible they do not actually see the outcomes of tasks that are handed off, reducing the effect task identity has on their job satisfaction. Also, it is important to note that the effects of task identity on satisfaction may also be a question of which perspective the entrepreneur as an individual holds. As revealed by Bachelor et

al (2014), entrepreneurship can be viewed as one long and endless task of staying in business, or as separate sub tasks such as completing a quarter, making a sale, and so on (Batchelor, et al., 2014). A similar perspective is true from a managerial point of view: Either each day may be seen as a struggle to maintain employment, or different projects may be viewed as separate tasks with a clear beginning and an end (Batchelor, et al., 2014).

In sum, even though Schjoedt (2009) did not find a correlation between task identity and satisfaction, the variable is still included in the current study in order to provide a deeper understanding of its possible effects on satisfaction.

2.3.5 Task Feedback

Feedback is “the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance” (Hackman & Oldham, 1976, p. 258). Clear indicators of feedback for entrepreneurs come from sales, cash flow, paying taxes, receiving funding, and more (Schjoedt, 2009, p. 623). For many entrepreneurs the most salient feedback come from customers, who are the ones ultimately providing an assessment of the outcome of the products and performance of the venture (Batchelor, et al., 2014). As shown by Schjoedt (2009), a high degree of task feedback is correlated with a high degree of experienced satisfaction.

2.3.6 The birth of a new variables - Task Significance and Internal Work Motivation

In a recent study, Batchelor et al. (2014) built upon the foundation laid by Schjoedt (2009) by recommending that additional variables should be considered when researching entrepreneurs’ satisfaction.

First, by drawing upon findings from Shane et al. (2003), Batchelor et al. (2014) suggests internal work motivation should be considered within the job characteristics framework. Batchelor et al. (2014) place internal work motivation in relation with the JCM factors, as a wide, overarching construct for understanding entrepreneurial satisfaction. The authors hypothesize an increase of each individual JCM factor - e.g. autonomy, task variety, task identity, and task feedback - will lead an individual to experience more internal work motivation, and consequently more satisfaction.

However, it is important to note that the applicability of internal work motivation has not been empirically tested by Batchelor et al. (2014). Due to the limited scope of the study, insights on internal work motivation will be considered in our analysis but the variable as its own construct has been discarded from the analysis. Though, as will be detailed next, Batchelor et al. (2014) also suggests another variable - task significance - which brings further value to the analysis.

2.3.7 Task Significance

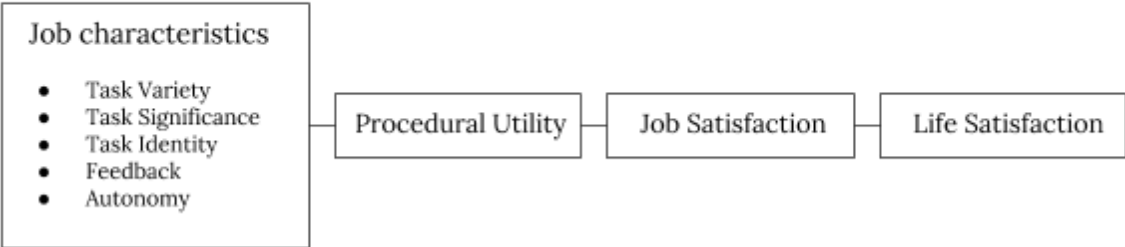
The authors define task significance as the “degree to which the job has a substantial impact on the lives or work of other people - whether in the immediate organization or in the external environment” (Batchelor et al. 2014, 4). In the entrepreneurial context, task significance has been used with inconsistency. Schjoedt (2009) chose to omit the factor from his study, whereas Burch et al. (2013) argue it is of importance for understanding entrepreneurial motivation. Since entrepreneurs in general lack the restrictions of organizations they have the freedom to conduct themselves in a manner which provides greater benefits to society than business managers. In this respect, entrepreneurs have greater choice in how their jobs impact society at large, allowing them to perform the tasks which they deem to be more significant (Burch et al. 2013). For the purpose of this study task significance will be included in the analysis to further gauge its suitability for use in the entrepreneurial context.

2.4 Theoretical Assumptions Used in the Study

After engaging with the literature, a set of key theoretical assumptions have been uncovered that will be used to lay the foundation for the methodological section of the study. All in all, the following factors have been identified as possible precursors for job satisfaction: autonomy, task variety, task identity, task feedback, and task significance. Each of these factors are deemed to affect

procedural utility, which in turn influences job satisfaction. As have been detailed previously, job satisfaction is also closely linked to overall life satisfaction. The factors deemed to influence entrepreneurs' satisfaction included in the current study are summarised in the figure below.

Figure 1.0 - Summary of theoretical relations



3. Methodology

The research design is aimed at exploring the concepts of procedural utility and entrepreneurial job characteristics in relation to three former employees of Sony Mobile that have experienced both employment and entrepreneurship. With this aim in mind, a qualitative semi-structured interview format has been selected as the method of choice. The interviews were conducted in May 2017. The sampling process is described in more detail in section 3.1.2

The primary value in the design lies in its comparability within the sample: By collecting data from employees who have worked at the same department - and who have experienced both entrepreneurship and employment - a less confounded comparison between their employment type experiences and the resulting well-being will be possible to obtain.

The structure of the methodology section is as follows. First, the qualitative interview format employed in the study will be described. Second, the context of the study - as well as the sampling method - will be described. Third, the narrative approach used for collecting and presenting data will be discussed. Third, the data analysis process will be elaborated upon. Finally, the limitations of the study will be assessed.

3.1 Qualitative Interviews

The purpose of the study does not lie in attempting to measure and quantify the impact the various job characteristics have on individual well-being, since this has already been done by scholars employing quantitative methods (Schjoedt, 2009; Benz and Frey 2008, Millán et al. 2013, Blanchflower 2004, Bradley and Roberts 2004). Instead, the qualitative nature of the current study is designed to provide a more in-depth understanding of the processes individuals go through as employees and as entrepreneurs - a perspective which is lacking in previously conducted quantitative studies. As argued by Bryman & Bell (2011), qualitative interviews are conducive in providing a deeper holistic understanding of a given phenomenon. Finally, as emphasized by Singh et al (2015: 4), a qualitative approach “provides rich descriptions of micro-level mechanisms and processes, facilitates inductions of patterns amenable to further quantitative research, and is recommended for entrepreneurship research” - further motivating our choice of research design.

In a classical piece of work, Joseph Schumpeter quoted Albert Einstein, who said “as far as our propositions are certain, they do not say anything about

reality, and as far as they do say anything about reality, they are not certain” (cited in King et al, 1994: 7). As argued by King et al. (1994: 6), it is an unavoidable fact that scientific inquiry will involve a certain degree of uncertainty, but as long as “we honestly report our uncertainty”, useful conclusions can nevertheless be made. With this in mind, we have made an effort to state why certain conclusions have been drawn, and to explicitly acknowledge uncertainties and limitations present in the study.

3.1.1 Context

Considering our chosen approach it is important to give a brief overview of the context. The employment and entrepreneurial context are both bound to the geographical region of Skåne, Sweden. The employment context is bound to the multinational company Sony Ericsson, located close to the entrepreneurial hotspots Medicon Valley and Ideon in the city of Lund. This region is characterized by housing multiple high-profile technology and life science firms, implying a highly stimulating intellectual environment.

From the entrepreneurial perspective, Skåne has a strong start-up scene with a booming business environment. The entrepreneurial activity in the region has increased from 4-7% in the last ten years, offering a wide array of support through incubators, clusters, events and meet-ups (Romananien et al. 2016). A recent report (Romananien et al. 2016) outlines that positive national policies, well developed entrepreneurial infrastructure, and general governmental support have been key factors in this positive development.

3.1.2 Sampling

The three respondents selected for the study were all previously employed by Sony Mobile in the same department, and chose to pursue entrepreneurship, which at this point is their fulltime job. By choosing a sample of people facing the same structural conditions anteceding their entrepreneurial career - that is, they had previously worked for Sony, and left due to their positions in Lund being made redundant - it will be possible to compare the experiences conveyed by the participants. Moreover, the participants share several other characteristics past research has identified as confounding when not controlled for, since they: (1) are all men, (2) are around the same age, (3) have similar family situations (wives and children), and (4) have similar backgrounds in terms of past work experience and education (Schjoedt 2009; Carree & Verheul 2011; Parasuraman & Simmer 2001).

Regarding the first point, through studying a sample of 1107 dutch founders, Carree and Verheul (2011: 385) show that there is a variation in

satisfaction outcome for men and women. Hence, to avoid possible confounds relating to the gender of the participants, only men were included in the current study.

Second and third, Parasuraman and Simmers (2001) show the respondent's age may affect perceived satisfaction. Similarly, they found that some entrepreneurs in comparison with organizationally employed experience a higher degree of work family conflict, which negatively impacts their satisfaction. By selecting participants in the same age group, and with the same family situations, confounds relating to these variables are minimised.

Fourth, education may negatively affect entrepreneurial satisfaction, since educated entrepreneurs have a harder time living up to their highly set goals and standards (Carree and Verheul, 2011: 374). Moreover, one must also distinguish between formal education and relevant experience (human capital). Relevant experience - derived from, for example, past managerial tasks and industry work - might make entrepreneurs more realistic in their expectations, thus positively influencing their satisfaction levels (Carree and Verheul, 2011: 374). Since all three interviewees share the same past work and educational experiences, confounds relating to this variable are minimised.

Finally, in order to capture entrepreneurs who have experienced similar processes it was instrumental all had funded their own company, and are gaining a stable income from it. The profiles of the interviewees are summarised in Figure 2.

Figure 2: Interviewee Profiles

Interviewee	Patrik	Björn	Magnus
Family	Wife and children.	Wife and children.	Wife and children.
Age	Around 50.	Around 50.	Around 50.
Education	University.	University.	University.
Lives	Skåne, Sweden.	Skåne, Sweden.	Skåne, Sweden.
Previous Employment	Managerial Position at Sony Ericsson.	Managerial Position at Sony Ericsson.	Managerial Position at Sony Ericsson.
Founder/stable income	Yes.	Yes.	Yes.
Outlook on life	Positive.	Positive.	Positive.
Personality	Describes himself as optimistic.	Describes himself as optimistic and experimental.	Describes himself as optimistic and confident.
Business characteristics	<i>Rullskidcenter</i> : Located in company house <i>Linc</i> in Landskrona. Product centered business. One employee.	<i>Contract business intelligence</i> : Located in the company house <i>Think</i> in Helsingborg, client-centered consulting. No employees.	<i>Riktiga Konsulter</i> : Located at coworking space <i>Djäkne-Coworking</i> in Malmö. Client centered consulting. Eight consultants employed.

3.2 Interview Process

The interviews were designed for collecting data on job processes at two different points in time, one during organizational employment, and one during entrepreneurship. The data collection occurred on two separate occasions with each interviewee, one discussing the context of organizational employment and the second discussing the context of entrepreneurship. Six interviews were conducted in total, with each interview lasting between one and two hours.

The semi structured interview format allows for establishing a thematic framework and pinpoint our inquiries into the domains relevant for our research question. To be able to thoroughly investigate the phenomenon of job role characteristics - and their relation to procedural utility - the interview guide (Appendix 1) includes specific questions on the factors deemed to influence job satisfaction (task variety, task significance, task identity, feedback, autonomy). The construct of procedural utility is addressed through asking directing questions on the perceived satisfaction individuals gained from performing tasks related to the previously mentioned factors. As recommended by Bryman & Bell (2011), all interviews have been captured with audio recorded devices.

3.3 Analysing the Data

The results of the interviews are presented in the form of narratives. As pointed out by Crow (2013), the narrative format is ideal for eliciting stories of interviewees in relation to the theoretical foundation a study rests upon. Also, as argued by Junqueira Muylaert et al (2014: 186), a narrative should not be considered an objective truth. Rather, narratives consist of interpretations and representations of events as they were perceived by the individual experiencing them. Thus, it is important to point out that the findings presented in the this study are context dependent, and not to be generalised.

As detailed by Singh et al. (2015), the narrative approach has been gaining ground as entrepreneurship research, and is increasingly being seen as an important analytical tool. In line with Singh et al's (2015) approach to understanding venture failure stigmatization, the current study employs a narrative analysis of the conducted interviews. As suggested by Mc Keever et al (2015: 55), we started by transcribed the interviews, while simultaneously analysing the data in relation to the literature. By continuously analysing the empirical data, new insights were allowed to surface and could subsequently be incorporated into the study. Similarly to McKeever et al's (2015), approach, our research is organized in themes. The main themes have been constructed

around the variables past research has linked to job satisfaction. Moreover, as can be seen in Table 2, after engaging with the empirical data two emerging themes were discovered. While analysing the interviews, it became clear that respondents detailed how concepts not included in the job characteristics model were important for their perceived satisfaction. As will be shown in the empirical sections of the study, all interviewees said they felt lonely in their entrepreneurial lives, and detailed how this negatively affected their satisfaction. This emerging theme was labeled social context, and rests upon the notion that relationships with colleagues is an important factor affecting job satisfaction, and that the satisfaction of entrepreneurs running their own small businesses may be negatively affected due to the fact they miss the relationships associated with being employed in a larger corporation. Though not included as a factor in the job characteristics framework, research by Winkelman & Winkelman (1997) show social relationships at work positively affect individual well-being. Also, two of the interviewees detailed how they being responsible for employees negatively affected their satisfaction when working as managers at Sony Ericsson. Owing to to this, an emerging theme labelled responsibility was included in the analysis.

Table 2. - Summary of Themes

Main Themes		Emerging Themes
Autonomy	Task Significance	Social Context
Task Feedback	Task Variety	Responsibility
Task Identity	Procedural Utility	
Job Satisfaction	Life Satisfaction	

As proposed by (Sing et al, 2014: 6), after the themes had been selected we began constructing chronological narratives of the individuals' experiences, detailing their journey from employment at Sony Mobile to entrepreneurship. The narratives consist of the main points conveyed by the interviewees, and serve as reference points for the data analysis. In line with McKeever et al (2015), the current study employs an inductive approach to data analysis,

meaning the interviews were examined for details relating to the main themes and the research question through a constant comparative method. First we analysed each interview individually and compiled all relevant data into themes. In order to facilitate our analysis, once the narratives and themes had been compiled individually, we selected salient quotes relating to the various themes, and summarized across the interviewees and work contexts to allow for a comparative reading (see Appendix 2). These quotes - along with the narratives themselves - were then analysed by conducting an “an iterative reviewing of the data with emerging categories and concepts” (McKeever et al 2015: 8). Hence, our interpretation and corresponding analysis of the information conveyed by the interviewees have at all times been done through actively engaging with literature and theory.

3.4 Limitations

In terms of the data collection, certain limitations are important to address: (1) the interview environment, (2) possibilities of memory bias, (3) sensitive information not disclosed by the interviewees.

First, it is well established that the interview environment can have a profound effect on the answers given, the major effects here are related to the environment in itself and the interviewer (Denscombe, 2003). With this in mind all the interviews were conducted in calm and quiet environments, and by the same interviewer.

Second, the researchers are aware of the limitation of human memory. Since our interviewees are asked to describe and score events which happened perhaps years ago, we are aware that confounds and biases can occur. To minimize this limitation the interviews were conducted at separate times for separate time contexts, with one interview addressing time of organizational employment, and the other the time of self-employment. Substantial psychological evidence exists detailing how memories are more easily recalled when the context of the memories are consistently prompted through both emotions, experiences, visual aids and auditory aids and associations between past experiences and more recent experiences are kept at a minimum (Davachi et al. 2003). Therefore, a preparatory talk precluded each interview, in which the context of the period of investigation was discussed in a vivid nature. More specifically, the interviewees were asked to “return” to the context in their minds and describe what they saw, smelt and felt while there.

Third, sensitive information can relate to both information that from a business perspective the interviewee is reluctant to give detailed answers, but also from a preservation perspective. For example, the interviewee might be

reluctant to admit failures or other shortcomings due to not wanting to be presented in a negative light. To deal with these limitations we offered all interviewees to be fully anonymous.

4. Empirical Findings

The following section details the narratives based on interviews conducted in May 2017 in Skåne, Sweden. All interviews were performed face-face in Helsingborg, Malmö and Landskrona, at the interviewees' offices. The environments were calm, and allowed for relaxed discussions throughout the interviews.

4.1 Narrative 1: Patrik Nilsson

Organizational employment 1992-2008

In 1992, Patrik got his first job at Ericsson in Lund, where he worked initially in marketing. After rapidly advancing within the company, he soon assumed a position as product manager for Ericsson's telephony products. Patrik describes this time as a period where he was driven by a need for achievement, getting promoted, getting a better company car, "Heck, I wanted to be the best, I wanted to be the CEO." Around 1998, Patrik felt it was difficult find a work-life balance. He says that a seminal figure in his development was a photographer friend, who at this time described and illustrated another type of lifestyle, where work was flexible and could be combined with passions. Up until 2008, Patrik worked for a number of smaller businesses, but eventually returned to his former company - which now went under the name Sony Ericsson.

Sony Ericsson 2008-2011

At Sony Ericsson, Patrik held a managerial position with a high degree of task variation: "I was doing a bit of everything, calculating sales volumes, predicting future results and general problem solving." In the job, he predominantly felt autonomous and stimulated, saying "I moved seamlessly through the different layers of the organization, and I really enjoyed my freedom". Overall, Patrik would say that he enjoyed his everyday processes at Sony: "my everyday processes were fun, mainly because of the highly competent work-force and the intellectual stimulation..." He perceived the Sony organization as open. Even though he had a boss, there was no problem communicating freely and openly upwards in the organization. Patrik never experienced problems having a superior: "It's been quite nice to be honest, to have a boss".

Patrik detail how he always found out promptly whether he had done a good or a bad job, saying “my feedback was as commonly negative as positive, it was there, but whether it was satisfying or positive is hard to say”. Moreover, he often finished projects from beginning to end. In relation to this, he says “It is important for me finish tasks but it's not necessary”.

When asked to picture a morning walking into the Sony offices, and then consider what motivated him to do a good day's work, Patrick first pauses for a moment of reflection. Then, he comes to the conclusion that “it was shameful to fail in performing according to expectations”. Despite describing it as a very stimulating job with a lot of freedom, Patrik details he was held under strong pressure in the organization. Oftentimes, he had very little free time and flexibility, and was being forced to always be present: “It was more standard than anything else to do work and answer the phone on the weekends.” Another salient point Patrik focuses on is that he found himself in the wrong position in the company, “In the end I was responsible for staff, and I don't really enjoy watching people grow”. Hence, towards the end, his everyday processes slowly started to bring him less satisfaction.

Entrepreneurship 2012-Today

Patrik's entrepreneurial dreams had been present for the larger part of his life, but it was not until he left Sony Ericsson in 2012 he decided to commit full time to his project. It all started with him getting a chance to try an Austrian roller-ski. Patrik held a six month salary compensation package from his old employer which allowed him to fund his start-up. He also utilized services available in the Swedish entrepreneurial eco-system, such as advice and services from Trygghetsrådet and Nyföretagarcentrum.

A normal week at his company *Rullskidcenter* entails a large degree of variation. Monday and Tuesday are busy days, but on a Wednesday it is not uncommon that Patrik finds himself in his car on the way home to mow the lawn - “even if I had freedom before, I have a completely different version of freedom today”.

Patrik found that he was struggling with feedback and intellectual stimulation in his venture. He got that feedback and stimulation in part from working with the marketing and receiving feedback from customers, but it took some time: “Today, I've reached a point where the general stimulation is very similar as it was with Sony, but the intellectual stimulation is still lower unfortunately”. When asked what he missed most about his time at Sony, Patrik paused briefly, and then proclaimed “discussing with my colleagues over lunch”. Even though said humorously, Patrik emphasised he greatly missed this aspect of his time at Sony, and to be a part of an inspiring and rewarding social

context. Nevertheless, all things considered, Patrik considers himself satisfied being an entrepreneur, and emphasises the benefits of having a “life with great flexibility, which is absolutely one of the biggest differences, and my reality today is impossible to compare to my time as employed”. Patrik details how an increased amount of flexibility has allowed him to become closer with his family, and follow them more in their individual journeys. What he describes as having lost with his journey is his dream, since “I’m living my dream, so what is it then to dream about?”. The main driver for working has changed during the 5 year process of entrepreneurship. He no longer feels motivated by the thought of corporate rewards, large salaries and company cars:

“To be honest, I wouldn’t know what to do with that money today. I’m driven by earning money as an entrepreneur, but it’s no longer the important part. My life is more exciting now in general, I’m living my passion. My greatest reward today is my flexibility”.

In reflection Patrik says that now he feels proud, saying: “I’m my own man. Not living on borrowed money, and I truly enjoy being the master of my own strategy game”.

Patrik has also changed in terms of how he perceives the responsibility he has towards employees. Today, Patrik only has one employee, but in contrast to in his organizational employment he considers responsibility rewarding: “It feels more tangible now, more real, it’s my money and that makes a difference for someone else, I like that.”

When asked to consider the entire picture, Patrik said he does not consider himself more satisfied with his job today than he did when he was working at Sony Ericsson. “I perceive myself to be similarly satisfied with my job, but for different reasons.” However, when everything is considered as a whole, Patrik does certainly consider himself more satisfied with his life today than he did when he was working at Sony Ericsson: “In my situation now, I feel more satisfied with most small little things than I did before”. He thinks this is a result of an internal revolution that happened in him 10 years or so ago. “When I started to get these entrepreneurial thoughts in my head, my motivations started to change, my ambitions started to change”. Considering how he views his life now, entrepreneurship is allowing him to get more satisfaction from life. When asked if Patrik would return to organizational employment today he says that he wouldn’t. “It’s the freedom. Now that I have that and life works, I wouldn’t trade that away.”

4.2 Narrative 2: Björn Zetterström

Sony Ericsson 2008-2011

When reflecting on his last three years at Sony Ericsson - from 2008 to 2011 - Björn says he “was not satisfied with my job at this time, but I was pleased with my life, we made our own choices and everything was good on the home front.” Björn recognizes his displeasure was, to a great extent, an artefact of the emotions of being laid off. “I was pissed, really pissed off at them, and the last half year I was passive and didn’t really enjoy anything. I’d spend half a day working on other projects and no one would miss me.” Nevertheless, he describes the larger period of his time at Sony Ericsson as exhilarating, working with high-level processes affecting the entire company:

“The first two and a half years we did things which saved billions of crowns, and that was really fun. The top bosses told us to do things, and we did them by ourselves. No one in the organization really liked us, but we had freedom, and we had fun”.

During this time he had a great variation of tasks, something which he sees as critical, saying “I’m driven by the fact that I need to know a little bit, about a hell of alot of things.” He and his team received clear feedback and albeit not always positive, it was motivating because he felt there was trust: “We were handpicked to be in the crossfire, and even though not appreciated by most colleagues, our work got good feedback.” It suited him for many reasons, for instance he got to start and instigate a lot of important tasks and processes, saying that “I like to start things, bring them into order, but I definitely do not need to finish them.”

When asked to return to the moment of stepping into Sony’s office in the early morning, and think of his main driver for producing a good day’s work, Björn pauses for a long moment of reflection and silence, “At this moment it was a special atmosphere at Sony Ericsson, and I was in the middle, presenting our innovations to the world.” According to Björn, everyone in the whole team was united in a wish “to bring things forward.” He was driven by the thought of Sony Ericsson succeeding. The biggest driver in itself was the thought that “what I’m doing makes a difference for the company”. Following this, Björn adds that, “I see myself as a loyal person, and this is a big part of my motivation too”. However, over the course of the last half year, his motivation quickly faded, and Björn was left feeling the company had let him down, and that his loyalty had not been rewarded.

Entrepreneurship 2011-Today

After receiving a compensation package from Sony, Björn went ahead and started a charter sailing company - the ultimate combination of passion and business: "Imagine spending most summer days out sailing". All in all, Björn had eighteen months of compensation from Sony, and that was the biggest reason for going so promptly into entrepreneurship. "I would never have done it otherwise [without support], I had a typical Swedish situation, house, family, kids, lots of costs in other words. The situation after Sony gave me the opportunity to live my dream, to try, to see if it could hold together."

However, after two years Björn realised he had made a fundamental mistake when considering the assumptions his business rested upon, and the company went under. After a quick stint being employed as an IT consultant, Björn tried his hands on entrepreneurship again by starting his own consulting firm together with a colleague. Björn's colleague is currently on sick leave for medical and personal reasons, and will stay so for a while into the future, which has led to a situation in which he is "sitting here and I'm doing everything myself, alone, in the office - it is not fun. Though, I guess there are both pros and cons of being an entrepreneur". Björn follows up by saying "Things can be very fun, but when they're not, the basic facts are still the same: "If I don't finish the task, nobody will." Björn details how he has a difficult time retaining motivation, since the feedback cycle is less consistent due to the absence of his partner, "There is no-one to high five with after you did a good job." Nevertheless, all is not ill, and Björn is set on continuing: "Because we made a deal together, we formulated our strategies, and now I'm driven to achieve this. We want to create a brand, and ten years from now, people on the street should recognise our company."

Today, he is also driven by a much larger sense of responsibility. Even though his decisions had far more significant consequences at Sony, Björn says he still "was just a cog in a large machinery". As an entrepreneur, he finds the situation "more tangible"; saying "it feels more like it is my own money, and that gives me more satisfaction." He reflects more over his decisions today as they have potential social consequences for his employees rather than economic consequences for a large firm. His feelings in regards to the processes he is undergoing as an entrepreneur are mixed: "I do so many different things, I'd say half of the things are fun, the other half are necessary".

Overall, Björn is pleased with his life: "I'm a lot more at home, and I'm *lagom* at work". *Lagom* is the Swedish equivalent of just enough, and after stating that Björn realizes that this was not the case at Sony Ericsson, in spite of his previous reflections, he reflectively states that "In fact, being employed at

Sony didn't imply a middle ground in terms of spending time at work, I actually spent a lot [of time]". Contrastingly, these days he spends the time he previously spent working with his family:

"I have to admit life is better now - sixty hour work weeks made the family life complicated to say the least. I commonly drifted into daycare with my phone still in my ear. Now that I think about it, it was stimulating, yes, but in the grand scheme of things, life is actually a lot better now. Following my children in their journeys would have been - perhaps not impossible - but very difficult in my previous employment. Being able to do this is something that gives me a lot of satisfaction in my life."

If offered an employment today, Björn says that it would depend on several things if he were to accept. When pinpointing one reason for why he would not return to an organizational employment he expressed: "It's the flexibility, I think that's the key word". Previously in his life and marriage he describes an atmosphere where flexibility and trying new things always was a key. However, he expresses that today, compared to before, his need for flexibility in everyday life is greater than it was before: "I've learned to really appreciate the flexibility associated with being an entrepreneur." When asked to considering the fact that his past lies in big companies, Björn concludes by reflecting that in relation to flexibility, "I didn't know anything else before, there was no notion of flexibility for a large part of my early career, so sporadically joining my daughter for a sailing competition, it was just not possible."

4.3 Narrative 3: Magnus Steen

Magnus Steen just turned 49 years old. He has been married since 1994, and has two kids between the age of eight and ten. When asked to describe his personality and outlook on life, Magnus says he has always believed things will solve themselves, and that the end result will be good: "my self conscience is strong enough to allow me to believe that this is the reality".

In his twenties, Magnus attained a law degree from Gothenburg University, and his career has since involved times in law, management, and entrepreneurship. As a lawyer, Magnus believes he as missed out on the big picture too a great extent by having to focus on judicial details: "You get called in to a job, do your thing, and then your out of there again." Magnus is a person who finds it motivating to see the fruits of his work, and bringing companies

forward in a more concrete manner, saying he “finds joy and motivation in being there, in the value creation, so I missed that a lot working as a lawyer.”

In 2002, Sony Ericsson offered Magnus a position. It seemed to him like a good compromise. Even though he did not fully want to leave his profession, he was not quite content either: “While working for Sony Ericsson, I could have one foot left in law, and still do something else, it was a perfect combination.” When pinpointing what he did not enjoy in the traditional law role, he states it was the lack of perceived significance: “I could write the most important contract for Volvo, but I never knew what happened next. I had my job, did it and that was it, no big picture.”

Sony Ericsson 2002-2010

The first eight years at Sony were really exciting, a feeling Magnus attributes to the opportunity of being able to start with a blank slate: “I like to build things, to create things, and this was what I could do now”. He expresses he easily gets bored with exceedingly similar tasks. When reflecting upon why he found this period so enjoyable, Magnus states that “I had complete freedom, of course with budget boundaries but still. We built everything from 0, made all the important decisions ourselves.” Magnus subsequently emphasises he has “always liked freedom, and deciding things for myself.” Also, Magnus emphasises the “pioneering spirit” at Sony as something very motivating, detailing how the people he worked with “were all young and inspiring with high aspirations”.

Sony Ericsson 2010-2013

Magnus eventually shifted roles, and became a part of the management group in 2010, where he stayed until leaving the company in 2013. During this time he had quite varied tasks. Magnus worked with a group and they gathered materials which they would present for the top bosses, and was wedged in a role between organization and top management: “My role was basically an attempt to bring power point closer to reality”.

On the topic of feedback, Magnus says “when people are pleased with what you do, things are good. I’m pretty good at receiving criticism and feedback from everyone except from my wife.” However, in some parts of the business, especially where the sales volumes and expectations were concerned. Magnus expresses “It felt as if the expectations and goals were set during the influence of hashish or something, it was completely unrealistic. It was not about what we as individuals were capable of doing, but rather only what was best for the company”. All in all though, he found the feedback

process overwhelmingly positive and motivating. Albeit it was sometimes difficult having to represent things and get caught in the crossfire for things which he had no control, “Presenting bad numbers is of course never fun, but I learned that there was a new month coming soon, and life goes on.”

When focusing on what Magnus perceived as satisfactory with his employment at Sony, he stated he enjoyed the structured way of working. The processes were predictable and consistent. Everything had its predetermined cycle and it was easy to plan: “I was definitely in the big picture, and it was pretty smooth, it moved forward and I was right there, that was motivating and fun.”

Even though things were up and down during this period Magnus describes himself as feeling motivated working for Sony: “I think I have an inherent need to perform well, and I enjoy when my achievement are visible towards others.” He plays it down towards other people, but in reality “It’s one of my core motivators.” Magnus also states that “I need a challenge, otherwise it gets boring”, and that “money is a third priority in this equation.” He has always gone up and down in salary levels, since his prime motivation has always been gravitating more towards the perceived importance of the tasks he carries out.

In general, he was very pleased with his employment. While his motivations for staying changed during different time periods, the general feeling remained the same: “Generally I was very pleased, over long, long periods. I felt the bigger purpose, where are we going, where is the company going, today I feel a bit alone in that respect.” In relation to the tasks he carried out at work, Magnus says “there was nothing wrong with my daily processes, the tasks were varied and stimulating.” He had both interesting processes and an interesting context, saying that “when I think about it, perhaps I sound a bit needy, but certainly if I can’t achieve both these aspects, I wouldn't take an employment.”

Entrepreneurship 2013 - Today

When Sony’s downward spiral was a fact, Magnus requested a compensation package and asked to leave the company. He received nine months of salary, and his intentions were to practice law again. He took a position at the law firm Lindahl, but this only lasted for a brief period of time: “When I walked through the door at Lindahl’s I realized nothing had changed in the past fifteen years.” The road forward to interesting work tasks and processes felt very long: “I mean as a business, it works well, but it doesn’t work for me.”

In 2013 he started an own consulting firm. Magnus states he felt driven by his vision to do something he was excited about, expressing he “would’ve taken the risk even without the compensation package from Sony.”

He subsequently entered into the incubator *Think*, and started to develop a judicial consulting firm, which eventually pivoted into a company focused on contract management. He describes his regular work day as an entrepreneurs as very varied: “I’m doing sales, marketing, customer relation management, everything.” Even though he has found a balance in the firm today, where he is profitable and perceives himself as having flexibility and freedom, Magnus is still torn between how and why he should proceed: “I’d thrive if we had double the manpower in this firm, so that I wouldn’t have to do everything.” He finds that most of the daily processes are engaging. At the same time, Magnus feels he perhaps does not have the time and energy to develop the business further, saying “it’s almost easier to be alone, to do everything myself and just forget about scaling up.” Nevertheless, he remains very interested in growing his business, in part because “I miss having colleagues, and the motivational driving force that brings me.” Another reason for this desire, says Magnus, is a feeling that what he is “doing right now does not represent the legacy I want to leave. It doesn’t feel enough to say that what I did the last fifteen years was to have a one man consultancy firm which solved interesting enough issues. I think this comes back to my need for achievement.” Nonetheless, Magnus says he cannot go forward alone the business: “I need the confirmation and the feedback from my peers to drive me forward.”

Magnus states he would not continue with entrepreneurship if his freedom was constrained in any way. As an entrepreneur, he can pick up his children from school during work hours, and exercise when he pleases. The main problem is a feeling he will not leave behind the legacy he had imagined. At the same time, though, Magnus emphasises it is “very important to have this freedom. The freedom weighs up for other things, like working in a larger context”. Compared to when he was employed, he says “today I get home at five every day. At Sony I came home earliest at six thirty, and often worked overtime. When looking back, that’s a huge difference.”

Now, when he has tasted the freedom and flexibility associated with being an entrepreneur, Magnus finds he has reevaluated his outlook on life:

“I find things like spending time with my family to be of much more importance than I did before...”

His inherent motivation for performing well at work has not changed since his time at Sony, except for the fact that nowadays non-career related factors - such as spending time with his children - have become increasingly

instrumental in guiding his decisions: “So, if a job would involve spending a lot of time away from home, I’d probably say no, regardless of the content”.

When asked to consider the entire picture, Magnus states he is happy with his work, and life in general: “Even though it is hard to directly answer if I’m more happy with my job today, if I was asked to return to Sony or another similar context, I’d say no.” While he misses the pulse and the context at Sony - today he is a lot more reliant on his own driving forces - he deems it an acceptable tradeoff when considering the added benefits of freedom and flexibility. Nevertheless, there are offers of employment he would not resist today. The thought of working in a grander context - imbued with the opportunity of affecting the state of a large company in significant ways - remains alluring.

5. Thematic Analysis

This study has set out to explore how individuals perceive their satisfaction in the job roles of employment and entrepreneurship. Our findings utilize the JCM adopted for entrepreneurship and the concept of procedural utility to understand the perspectives presented by the interviewees. The following section will briefly describe the respondents in their social respective business contexts. A detailed thematic analysis of the empirical results was performed through dissecting and analysing each interview individually, where all salient data across the two separate job role contexts (employment and entrepreneurship) was placed in a table. This data was subsequently further refined and compiled in the form of quotes in a comparative table covering the three interviews across the two different job role contexts, allowing for a comparative reading (see Appendix 2.).

5.1 Respondents in a general context

Figure 2. briefly described the respondents backgrounds, relationships and general outlook on life. This shows that while there is significant variation in terms of education and previous employment, all respondents had similar outlooks on life, family relationships and are acting in the same geographical area.

5.2 Respondents in a business context

As each business venture pursued by the respondents in the study is different, it is important to briefly cover what is consistent and what is not across the business context. Consistent for all respondents were that they founded and ran their business in the Skåne region in Sweden. They all received structural support both from Sony Ericsson, through compensation packages, and the entrepreneurial ecosystem. Furthermore, all the respondents' businesses were located in either coworking spaces or company hotels. See Figure 2 for more details.

5.3 Autonomy

When asked to detail the amount of autonomy participants enjoyed at Sony, they expressed mostly positive attitudes. Magnus states he “had complete freedom”, while Björn said he and his team “had freedom”, and that “while there were more meetings, I could still be flexible at Sony.” However, a tendency we observed was that the participants early on in the interview spoke very positively about the freedom they enjoyed at work - a sentiment which changed as the interview went on. In the case of Björn, for instance, he admitted at a later stage that “being employed at Sony didn’t imply a middle ground in terms of spending time at work, I actually spent a lot [of time]”, implying he did not enjoy much autonomy in terms of structuring his time. Similarly, Patrik first stated he “moved seamlessly through the different layers of the organization, and I really enjoyed my freedom”. When discussing his life as an entrepreneur, though, he emphasised that “today I have a life with great flexibility, this is absolutely one of the biggest differences.” This discrepancy can perhaps be explained by a phenomenon pinpointed by Magnus:

“I find things like spending time with my family to be of much more importance than I did before, it was not a part of the picture, and thus nothing I really reflected over. I didn’t consider it could be different.”

Since participants were so used to the context of organizational employment - marked by long time periods spent at work - they did not perceive the lack of autonomy and flexibility as something negative. This notion can be summed up by quoting Björn: “I’ve learned to really appreciate the flexibility associated with being an entrepreneur. I didn’t know anything else before, there was no notion of flexibility for a large part of my early career”.

Overall, autonomy was the most frequently occurring theme touched upon by the interviewees. When posed with questions centred on other topics, interviewees would oftentimes end up discussing concepts relating to autonomy. Specifically, interviewees tended to emphasise the schedule flexibility their increase of autonomy has brought them, which can be illustrated with a quote from Patrik, who emphasised he is now enjoying “a life with great flexibility, this is absolutely one of the biggest differences, and impossible to compare with when I was employed. It’s the freedom. Now that I have that and life works, I wouldn’t trade that away.” Also, as stated by Björn when asked to pinpoint one reason for why he would not return to an organizational employment: “It’s the flexibility, I think that’s the key word”.

All in all, findings from the interviews reinforces conclusions drawn in past research (Benz and Frey, 2008; Schjoedt, 2009), in which autonomy has been identified as a key ingredient for achieving satisfaction both with one's job and life in general. Further evidence was found for the salience of schedule flexibility as a sub-variable of autonomy, suggesting that this variable alone has a strong conceptual power in drawing relations between work and satisfaction.

5.4 Task Variety

When asked to reflect on the variety of tasks in their job roles the respondents described both positive and negative aspects of task variety. Consistently all respondents reported having a large variety in their tasks at Sony. This was identified as a driving and positive factor, as stated by Björn, "I'm driven by the fact that I need to know a little bit, about a hell of alot of things." and by Magnus, "the tasks (At Sony) were varied and stimulating." Consistent with previous research a high degree of task variety was seen as conducive for job satisfaction in the organizational context.

In the entrepreneurial context a different picture emerged. All respondents described a large variation of tasks. However, the correlation was as often negative as positive. As described by Björn, "I do so many different things, I'd say half of the things are fun, the other half are necessary". Similarly, Magnus said he would "thrive if we had double the manpower in this firm, so that I wouldn't have to do everything." In relation to this, we argue the respondents are suggesting they are forced to do tasks which they find mundane and boring, and that they strive to achieve a structure where this is minimized. These findings suggest that a large variety of tasks in the entrepreneurial context do not necessarily positively correlate with neither satisfaction or motivation.

The finding that all respondents reported high task variety in both their organizational and entrepreneurial contexts is consistent with previous research, when considering the fact that all respondents were in managing positions at Sony (Benz and Frey, 2008; Schjoedt, 2009). However, the finding that in the entrepreneurial context task variety can commonly be negatively associated suggests this is an area which could provide good insight into how entrepreneurs can increase their satisfaction in a given business venture - for example by constructing a venture where tasks perceived as boring or mundane are outsourced or in other ways removed from the core business model.

5.5 Task Identity

Task identity is a topic which did not spring much reflective attention from the interviewees. Overall, they were hesitant to elaborate and tended to stray towards adjacent themes like procedural utility, by commonly describing themselves as working with “larger processes” rather than tasks. For instance, in relation to their organizational employment Patrik stated “it is important for me to finish tasks but it's not necessary”, while Björn said he likes “to start things, bring them into order, but I definitely do not need to finish them.” Similarly, Magnus described he rarely views things as separate tasks. This suggests that while there is some individual variation, the general trend is that finishing a given and pre-defined task was not a key precursor for job satisfaction for the interviewees.

In the entrepreneurial context task identity seemed to lose its descriptive power. All respondents consistently claimed that their entrepreneurship was viewed as one large process and that “bringing the company forward” was the task at hand. This suggests that since the nature of entrepreneurship involves numerous tasks and processes all connected to an overarching goal of advancing the company, task identity may not capture a valuable aspect of job satisfaction. This is consistent with Schjoedt's (2009) findings, which similarly imply task identity might not be an appropriate variable to include in the adapted JCM for entrepreneurs.

5.6 Task Feedback

Overall, respondents found their jobs at Sony were associated with concrete feedback. While Magnus found it motivating receiving feedback for his work, Patrik said he found it hard to say whether “it was satisfying or positive”. Björn said even though his work was “not appreciated by most colleagues”, he felt satisfactory when their work “got good feedback”.

As entrepreneurs, respondents overwhelmingly expressed negative feelings towards the lack of feedback they experience: I wasn't getting that feedback I was used to (Patrik)”, “I need confirmation and the feedback from my peers to drive me forward”, and “there is no-one to high-five with after you did a good job (Björn)”.

In the literature, clear and concise feedback on the effectiveness of one's action is deemed an precursor for job satisfaction (Schjoedt, 2009). Judging by the interviews, participants overall experience negative feelings towards absence of feedback in their entrepreneurial lives.

5.7 Task Significance

In the organizational context all respondents found it positive and motivating whenever they perceived their tasks to be “important”. As conveyed by Patrik, “All in all I felt that what I did, contributed a lot to the company.” and Björn, “The first two and a half years we did things which saved billions of crowns, and that was really fun.” In line with this, Magnus said he was “very pleased over long periods. I felt the bigger purpose, where we were going, and where the company was going”. These findings suggest that performing tasks perceived as significant for the bigger picture, and company at large, was positively correlated with the interviewees’ satisfaction.

In the entrepreneurial context, our findings suggest while task significance seems to be an important aspect, this only holds true for two of the three entrepreneurs interviewed. Respondents claimed either that they felt their tasks to be generally less significant now than before, or that the significance had changed in nature. As employees, it felt significant as their actions had the potential to sprout widespread economic and social effects. However, as entrepreneurs, they perceived their tasks as being mainly significant for the immediate social and personal context. For instance, Patrik claims he perceives the social and personal significance of his tasks as greater today than at Sony Ericsson. Similarly, Björn feels his tasks today are significant because he has a social responsibility towards his employees. Contrastingly, Magnus finds his tasks less significant today than before. These findings could be related to the vast difference in the resources available to the respondents across the contexts. Naturally, a manager in a billion dollar company will make decisions of more economic and social consequence than a founder of a one man firm, and it is plausible this reality is reflected in the opinions expressed by the interviewees.

Consistent with the findings in McKeever, et al., (2015) our findings suggest that entrepreneurs find it satisfying and motivating when their companies have positive effects on the immediate social environment, such as through offering employment.

5.8 Responsibility

As detailed in the methodology section, responsibility emerged as a new theme following the initial data analysis. All though theoretically related to the JCM variable task significance, the term responsibility was something the respondents continually brought up as a strong influencer. In the

organizational context Patrik perceived responsibility to be an important factor in explaining why he felt less satisfaction from his job, “In the end I was responsible for staff, and I don’t really enjoy watching people grow”.

In the entrepreneurial context, responsibility for the respondents is closely related to having employees. Patrik states that, “It feels more tangible now, more real, it’s my money and that makes a difference for someone else, I like that.” Björn reinforcing this statement by saying “the biggest difference is that in my first venture I never had ambition to hire anyone, that’s why my driving forces have shifted.” These findings suggests that when an employee enters the picture a sense of responsibility from the entrepreneur's perspective works as a mechanism for satisfaction. Thus, the concept of responsibility for staff would be an exciting avenue for future research to expand our understanding of entrepreneurial driving forces - either as a sub variable derived from task significance or as a separate variable.

5.9 Social Context

While conducting the interviews, participants repeatedly reflected on the social context they found themselves in at Sony, and compared it in a favourable light to their situations as entrepreneurs. For instance, Patrik emphasised the benefits he saw working with a “highly competent work-force”, and the “intellectual stimulation my colleagues brought”. Similarly, Magnus found it motivating working with “young and inspiring” people, and Björn talked about the “special atmosphere at Sony Ericsson”.

Contrastingly, when the interviews progressed to their lives as entrepreneurs, notions such as “I miss having colleagues (Magnus)”, “Today I’m sitting here and I’m doing everything myself, alone, in the office - it is not fun (Björn)”, and “I miss discussing with my colleagues over lunch (Patrik)” became apparent. This finding hints towards the importance the social context, and warrants for its inclusion within the JCM-satisfaction framework.

5.10 Procedural Utility

When touching upon the overarching concept of procedural utility - the enjoyment derived from all processes undertaken at work - participants expressed positive views in relation to their time at Sony. Patrik describes the “everyday processes” as enjoyable, Magnus describes his processes as “motivating and fun overall”, and Björn shares similar sentiments. Overall, it is clear that respondents deemed the processes undertaken at work satisfactory.

As can be seen in Appendix 1, the respondents conveyed predominantly positive views in favor of their organizational employment in relation to all factors except one - autonomy. In relation to autonomy, the results are conclusive: all respondents were overwhelmingly positive towards the freedom they enjoyed as entrepreneurs, viewing the situation as exceedingly favourable in comparison to their organizational employment. Consider the following quote from Magnus:

“I find things like spending time with my family to be of much more importance than I did before, it was not a part of the picture, and thus nothing I really reflected over. I didn’t consider it could be different. So, if a job would involve spending a lot of time away from home, I’d probably say no, regardless of the content”.

This realisation is significant, since it suggests that even though entrepreneurs may derive less satisfaction from several of the factors included in the job characteristics model, a sole increase in autonomy weighs up for losses in other areas (e.g. “I’d probably say no, regardless of the content”). Indeed, this strengthens Benz and Frey’s (2008) notion that autonomy is the single most important precursor for satisfaction.

5.11 Job Satisfaction

When gauging the respondents job satisfaction at Sony Ericsson a very positive picture was conveyed. For similar reasons all the respondents have described themselves as being satisfied with their employment. Patrik modestly described himself as satisfied for the most part of his time at Sony. Magnus claims he was “was very pleased over long periods”, and Björn describes the job as exhilarating. The common thread providing theoretical linkages for the findings is that all the respondents described themselves as having high amounts of all the JCM variables during their employment as Sony Ericsson, reinforcing the notion that the JCM adequately gauges job satisfaction.

In the entrepreneurial context the findings convey a theoretically inconsistent yet fascinating reality. Patrik describes himself as “similarly satisfied with my job, but for different reasons.” Magnus finds it is hard to answer yet he claims that “if I was asked to return to Sony or another similar context, I’d say no”, and Björn conveys he is pleased with being an entrepreneur. However, Björn has an easy time imagining a period where a

majority of the processes are quite boring and dull but where he perceives the job in itself to be satisfying. All in all the interviews conveyed a reality where their entrepreneurial jobs were perceived as less exciting. In relation to the JCM variables all of them, except for autonomy and variety, were seen as less salient during entrepreneurship. This suggests they experienced less task significance, task identity, and task feedback as entrepreneurs in comparison to as employees, which is inconsistent with Schjoedt's findings (2009). This insight suggests that, considering the perception that the respondents in general considered themselves similarly satisfied with their jobs, autonomy is a very powerful variable in explaining how satisfaction is derived from work. To the extent that high levels of autonomy can be seen as compensating for low levels of all other JCM variables.

5.12 Life Satisfaction

When gauging the respondents satisfying with life during their organizational employment all respondents answered in a consistent manner. Patrik and Magnus described themselves as satisfied with their lives, and that they had a good balance. Björn states that "I was pleased with my life, we made our own choices and everything was good on the homefront." However it is important to note two potentially strong confounds to these perceptions relating to (1) memory, and (2) their worldview. First, it is generally difficult to convey a realistic view on one's own life looking back several years in time, and it was noted that the respondents did modify their initial perception of their lives after directing questions were employed. Second, none of the respondents had previously experienced a job role involving a high degree of autonomy and flexibility anterior to their job at Sony Ericsson. Hence, it is plausible this could influence their perception of life satisfaction. As one of the respondents stated: "I find things like spending time with my family to be of much more importance than I did before, it was not a part of the picture, and thus nothing I really reflected over. I didn't consider it could be different. (Magnus)"

As entrepreneurs, respondents express they are overall satisfied with their lives. Also, they detail their outlook on life has changed, as illustrated by the following quotes: "I feel more satisfied with most small little things than I did before (Patrik)", "I find things like spending time with my family to be of much more importance than I did before (Magnus)", and "I have to admit life is better now - sixty hour work weeks made the family life complicated to say the least In the grand scheme of things, life is actually a lot better now (Björn)". As can be derived from the aforementioned quotes, the increase in satisfaction seem to be a result of the increased freedom they experience as entrepreneurs,

which in turn leads them to spend more time with their family. Consequently, the fact they all have families to spend their increased amount of free time with is inarguably a very important precursor for their satisfaction. Interestingly, as detailed in the literature section, Parasuraman & Simmers (2001) have proposed that a shift from organizational employment to entrepreneurship is often associated with an increase in family-work related conflicts, which can diminish experienced satisfaction boosts. This stands in contrast to the findings presented here, since none of the interviewees expressed such views in relation to their entrepreneurial lives. Contrastingly - even though it was not explicitly stated - one can presume that family related conflicts were more prevalent in their organizational employments, since all respondents detailed how they often worked late, or how they “commonly drifted into daycare with my phone still in my ear (Björn).”

5.13 Discussion

Investigated through the lens of the JCM adopted for entrepreneurship, the analysis revealed all respondents reported lower levels of all variables except autonomy and task variety during entrepreneurship, while still retaining a similar level of job satisfaction. These findings are complemented by the fact that all respondents described themselves as more satisfied with their lives as entrepreneurs than as organizationally employed. Indeed, this suggests there is a significant difference in the perceived importance of each individual variable in explaining the satisfaction outcome, and further that the correlation between job and life satisfaction contains a complexity not adequately illustrated in previous quantitative research on the topic (Schjoedt 2009; Benz & Frey 2008; Frey & Stutzer, 2005).

Moreover a significant finding which can aid us in answering the research question is the fact that interviewees indicated their perspective on satisfaction had changed from their times as employees. As entrepreneurs, all stated they now valued things such as family time and flexibility more than previously, which they see as conducive for their satisfaction. Hence, one can argue the transition from employment to entrepreneurship inherently transformed how they perceive satisfaction.

In line with the study aim the six variables of the adopted JCM for entrepreneurship were analysed in relation to procedural utility and job/life satisfaction. The results indicate that procedural utility holds significant explanatory power in explaining why some jobs are satisfying and perceived as valuable while others are not. It was observed that in the context of employment, utility was derived mainly from the social context, autonomy and

task significance. Contrastingly, in the entrepreneurial context, utility was mainly derived from autonomy, and in some cases task significance. The factor of procedural utility has significance due to its ability to investigate a given phenomena on a deeper level. As a case in point, through directing questions it was possible to discern that some factors included in the adopted JCM for entrepreneurship did not have a positive relationship with neither utility nor satisfaction, as Schjoedt (2009) have previously indicated. As a case in point - through placing task variety in relation to utility - rather than measuring 'more or less' and drawing generalizable conclusions, it was possible to observe that all respondents found a high degree of task variety in the entrepreneurial context did not lead to perceived satisfaction boosts.

Although highly contextualized, these results suggest a large portion of the utility in the employment situation - which in turn led to satisfaction - was derived from a stimulating social environment, the feeling that the work was important, and independence in structuring and performing tasks. While the employment situation allowed for independency in how tasks were performed, it did not allow for freely structuring one's schedule. This could explain how the flexibility aspect of autonomy became paraded as the most salient source of utility during entrepreneurship. It is important to not that respondents perceived either lower levels - or negative perceptions (task variety) - of all JCM variables except autonomy. These findings suggest that during entrepreneurship autonomy is a source of utility and motivation which potentially trumps all other identified variables in terms of their significance for satisfaction, a finding which is supported in past research by Benz & Frey (2008). However, before drawing any generalised conclusions, it is important to consider the contextual nature of these results, specifically in relation to the respondents family situations. The importance of flexibility was in all cases highly dependent on an increased need for spending time with once children, which is consistent with findings presented by Parasuraman & Simmers (2001). This suggests the need for autonomy, and specifically flexibility, is elevated for individuals with families.

These findings also serve to illustrate the potential difficulty for entrepreneurs in constructing business ventures which holistically provide satisfaction. All respondents reported similar satisfaction with their jobs, but the satisfaction in the entrepreneurial context seem derive mainly from external factors (an increase in family time), rather than from the job processes in themselves. A common thread was that all respondents enjoyed their work processes during employment more than during entrepreneurship. Considering that higher levels of the JCM variables generally lead to satisfaction, these aspects should be considered when laying a business foundation. In Appendix 3, a brief outline of a potential approach is presented. A successful implementation of such an approach could allow entrepreneurs to

make decisions based not only on outcomes (How profitable is the business model?) but also on how much utility they are likely to derive from processes at work (How happy will this make me?). With a more practical understanding of how various job characteristics affect satisfaction, entrepreneurs will be better equipped to include practices and procedures into their ventures which are conducive for their well being.

6. Conclusion

In relation to the research question - how do former employees perceive job and life satisfaction gained from employment contra entrepreneurship? - several important insights have been made. Most notably is the fact that respondents included in the study were content with their jobs both as employees and as entrepreneurs - but for different reasons.

The contributions of this work involve a deeper contextual understanding of how individuals are affected by the characteristics of their job, and two emerging themes - social context and responsibility - have been identified as salient mechanisms in drawing relations between job characteristics and satisfaction. Furthermore, the study confirms the findings of previous researchers claiming task identity may not be a relevant for understanding entrepreneurs' satisfaction. The study also illustrates that the significance of each individual work characteristic is prone to change over the course of personal and life development. Additionally, it was found that autonomy - and specifically the aspect of flexibility - have a far more salient effect than all other variables investigated.

Considering past research on job role characteristics and satisfaction, the current study entails to the importance of complementing quantitative research with qualitative. Even though quantitative approaches employed in past studies have been effective in conveying generalizable truths and testing theoretical frameworks, we argue it is only through deep contextual analysis of individuals themselves, their realities, social context and particularities, that further - and perhaps a more practical understanding - can be gained on the phenomenon.

In line with the aim of the study, we have provided a deeper understanding of the mechanisms between job characteristics and satisfaction. For entrepreneurs this phenomenon is of importance to aid in the process of choosing a venture with suitable characteristics. Moreover, by illustrating some of the potential mechanisms, although highly contextualized, the current study provides insights into how the JCM framework can be advanced. Consequently, its usefulness for entrepreneurs interested in constructing a venture which brings them satisfaction can be heightened.

For policy maker, the current study aids in illustrating the salient relationship between job processes (and not the outcomes) and satisfaction. This knowledge could be used to both create incentives for individuals to

pursue entrepreneurship, and to improve the standardized processes present in the entrepreneurial eco-system today. As a case in point, institutions promoting entrepreneurship through advice and guidance could integrate an added evaluation to their current practice by combining an outcome centered approach (will the company make money?) with an individual suitability approach (is this company suitable for you as an individual?). The predominating approach of today which entails focusing solely on outcomes - that is, the economic and social potential of a business - has the risk of setting entrepreneurs on paths which they potentially over time will not be motivated to pursue.

For future research on job satisfaction, it is the researcher's recommendation that qualitative approaches covering other geographical contexts and age groups are explored, so that our findings can be validated further. It is recommended to employ qualitative methods to further develop procedural utility as a practically useful construct for understanding entrepreneurial motivation and satisfaction. In order to simplify the practical utility of research on job characteristics and satisfaction, we suggest a rationalization among the JCM variables complemented by insights on procedural utility, and the corresponding presentation of a practical framework designed to aid entrepreneurs in evaluating business opportunities on the basis of how much satisfaction and utility they are likely to gain. Finally, it is recommended to conduct further research on the JCM adapted for entrepreneurship, investigating the suitability of task identity, responsibility and the social context as variables within the model.

As a final note, the research question investigating the perceived satisfaction across job roles hold great promise in aiding with the creation of practically useful tools for entrepreneurs. By illustrating how and why entrepreneurs manage to enjoy and derive satisfaction from their business ventures, we can work towards creating a more conducive entrepreneurial environment, and promote this societal group which has shown to be a vital aspect for the economic and social development of societies at large.

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8. Appendices

8.1 Appendix 1: Interview Guides

Organizational Employment

Topic	Questions
Introduction	Age? Education? How would you describe your personality? Past career?
Task Variety	How much variety would you say there was in your work tasks? Do you enjoy the process of working with a variety of tasks?
Autonomy	How much were you left on your own to do you work? To what extent were you able to do tasks independent of others? Would you say you had the freedom to do what you wanted at work? Do you enjoy performing tasks where you have a lot of autonomy?
Task Feedback	To what extent did you find out how well you were doing on the tasks you were working with? Do you enjoy knowing if you perform well?
Task Identity	To what extent do you perform a “whole” piece of work, rather than

	<p>finishing of a part that someone else started?</p> <p>Does finishing whole work tasks provide you with enjoyment?</p>
Task Significance	Did you feel that the tasks you performed were important or significant for the business?
Procedural Utility	<p>Considering your job role as a whole picture - did you generally enjoy your everyday processes? Why did you enjoy X process(s)? Why not?</p> <p>In general, would you say that when you enjoyed your daily work life, you were satisfied with your job in general?</p> <p>Did you have any intentions to leave Sony Ericsson before it became apparent that it was going to lay people off?</p>
Job Satisfaction	All things considered, how satisfied were you with your job?
Life Satisfaction	All things considered, how satisfied were you with your life?

Entrepreneurship

Topic	Questions
Introduction	Describe how you went from Sony to your current venture. Describe your regular work day.
Task Variety	<p>How much variety would you say there is in your work tasks?</p> <p>Do you enjoy the process of working with a variety of tasks?</p>

Autonomy	How is your situation at work? Would you say you have the freedom to do what you want in your job? Do you enjoy performing tasks autonomously?
Task Feedback	To what extent do you find out how well you are doing on the tasks you perform?
Task Identity	To what extent do you perform a “whole” piece of work, rather than finishing of a part that someone else started? Does finishing whole work tasks provide you with satisfaction?
Task Significance	Do you feel that the tasks you perform are important or significant for your business?
Procedural Utility	Considering your job role as a whole picture - do you generally enjoy your everyday processes? Why do you enjoy X process(s)? Why not?
Job Satisfaction	All things considered, how satisfied are you with your job?
Life Satisfaction	All things considered, how satisfied are you with your life?

8.2 Appendix 2: Thematic Analysis - Quotes

Themes	Patrik	Magnus	Björn
Autonomy - Organizational employment	“I moved seamlessly through the different layers of the organization and I really enjoyed my freedom”. “It’s been quite nice to be	“I had complete freedom, of course with budget boundaries, but still.”	“The top bosses told us to do things, and we did them by ourselves. No one in the organization really liked us, but we had freedom, and we had fun”

	honest, to have a boss”.		
Autonomy - Entrepreneurship	“Today I have a life with great flexibility, this is absolutely one of the biggest differences, and impossible to compare with when I was employed”.	“It’s very important to have this freedom.” “Today I get home at five every day. At Sony I came home earliest at six thirty, and often worked overtime. When looking back, that’s a huge difference.”	“I’ve learned to really appreciate the flexibility associated with being an entrepreneur. I didn’t know anything else before...”
Task Variety- Organizational employment	“I was doing a bit of everything, calculating sales volumes, predicting future results and general problem solving.”	“There was nothing wrong with my daily processes, the tasks were varied and stimulating.”	“I’m driven by the fact that I need to know a little bit, about a hell of alot of things.”
Task Variety - Entrepreneurship	Full range of administrative and practical tasks	“I’m doing sales, marketing, customer relation management, everything.”	“I do so many different things, I’d say half of the things are fun, the other half are necessary”.
Task Identity- Organizational employment	“It is important for me to finish tasks but it’s not necessary”.	No significant quote - prefers to view things as “processes” rather than separate tasks.	“I like to start things, bring them into order, but I definitely do not need to finish them.”
Task Identity - Entrepreneurship	Patrik views his entrepreneurship as one big strategy game. Even though he identifies the tasks as separate, he still views it as a part of one larger scheme.	No significant quote.	Viewed as one overarching task of “bringing the company forward”
Task Feedback - Organizational employment	“My feedback was as commonly negative as positive, it was there, but whether it was satisfying or positive is hard to	All in all, he found the feedback process overwhelmingly positive and motivating.	“We were handpicked to be in the crossfire, and even though not appreciated by most colleagues, our work got good feedback.”

	say”		
Task Feedback - Entrepreneurship	“I wasn’t getting that feedback that I was used to, and I didn’t have anyone asking me to do monthly rapports.”	“I need the confirmation and the feedback from my peers to drive me forward.”	Feedback to him is important and today he feels that it is lacking due to his college being absent, “There is no-one to high five with after you did a good job.”
Task Significance - Organizational employment	“All in all I felt that what I did, contributed a lot to the company. “	“Generally I was very pleased, over long periods. I felt the bigger purpose, where we were going, and where the company was going”.	“The first 2 ½ years we did things which saved billions of crowns, and that was really fun.”
Task Significance - Entrepreneurship	The social and personal significance of his tasks are perceived as greater.	He perceives his tasks as less important than during employment.	Today he feels his tasks are significant mainly because he is an employer and has a social responsibility.
Internal Work Motivation - Organizational employment	“Heck, I wanted to be the best, I wanted to be the CEO.” “It was shameful to fail in performing according to expectations”.	“I think I have an inherent need to perform well, and I enjoy when my achievement are visible towards others. It’s one of my core motivators”.	The biggest driver in itself was the thought that “what I’m doing makes a difference for the company”.
Internal Work Motivation - Entrepreneurship	“My greatest reward today is my flexibility”.	“I miss having colleagues, and the motivational driving force that brings me.” Today he is a lot more reliant on his own driving forces, and that is negative for his overall work motivation.	He’s driven and motivated by the thought of the company performing well.
Social Context- Organizational employment	“My everyday processes were fun, mainly because of the highly competent work-force and the	Magnus emphasises the “pioneering spirit” at Sony as something very motivating, detailing	“At this moment it was a special atmosphere at Sony Ericsson, and I was in the middle, presenting

	intellectual stimulation my colleagues brought.”	how the people he worked with “were all young and inspiring with high aspirations”.	our innovations to the world.”
Social Context - Entrepreneurship	“I miss discussing with my colleagues over lunch”.	“I miss having colleagues”.	“Today I’m sitting here and I’m doing everything myself, alone, in the office - it is not fun. “
Responsibility- Organizational employment	“In the end I was responsible for staff, and I don’t really enjoy watching people grow”	No significance placed.	At Sony Björn had a large economic responsibility. His decisions had significant impact.
Responsibility - Entrepreneurship	“It feels more tangible now, more real, it’s my money and that makes a difference for someone else, I like that.”	No significance placed.	“From my own perspective it’s two different worlds (sailing and consultancy business), the biggest difference is that in the first venture I never had ambition to hire anyone, that’s why my driving forces have shifted.”
Procedural Utility- Organizational employment	“My everyday processes were fun, mainly because of the highly competent work-force and the intellectual stimulation the context brought.”.	“I was definitely in the big picture, and it was pretty smooth, it moved forward and I was right there, that was motivating and fun.”	“No one in the organization really liked us, but we had freedom, and we had fun”.
Procedural Utility - Entrepreneurship	“I’m my own man. Not living on borrowed money, and I truly enjoy being the master of my own strategy game.”	“I’d thrive if we had double the manpower in this firm, so that I wouldn’t have to do everything.”	“Today I’m sitting here and I’m doing everything myself, alone, in the office - it is not fun.”
Job Satisfaction- Organizational employment	Describes himself as satisfied for the most part of his time at Sony.	“Generally I was very pleased, over long, long periods. I felt the bigger purpose, where are we going, where is the	The larger period of his time at Sony Ericsson he describes as exhilarating, working with high-level processes affecting the entire company

		company going, today I feel a bit alone in that respect.”	
Job Satisfaction - Entrepreneurship	“Today I’ve reached a point where the general stimulation is very similar as it was with Sony, but the intellectual stimulation is way lower unfortunately”. All in all “I perceive myself to be similarly satisfied with my job, but for different reasons.”	“Even though it is hard to directly answer if I’m more happy with my job today, if I was asked to return to Sony or another similar context, I’d say no.”	“Before I was just a cog in a large machinery”, today “It’s much more tangible, and apparent, the consequences of the money so to say - today it feels like it’s my own money, and that gives me more satisfaction.”
Life Satisfaction- Organizational employment	Describes himself as generally satisfied with his life during this point in time.	Describes his life as well balanced.	“I was pleased with my life, we made our own choices and everything was good on the home front.”
Life Satisfaction - Entrepreneurship	“In my situation now, I feel more satisfied with most small little things than I did before”.	“I find things like spending time with my family to be of much more importance than I did before, it was not a part of the picture, and thus nothing I really reflected over. I didn’t consider it could be different.”	“I have to admit life is better now - sixty hour work weeks made the family life complicated to say the least.... Now that I think about it, it was stimulating, yes, but in the grand scheme of things, life is actually a lot better now.”

8.3 Appendix 3 - Aspects to consider when probing your next business venture

Consider task significance	What do I find important, and what would make me satisfied to achieve? Do I want to save the
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	world, my neighbors or perhaps just myself?
Consider task feedback	How much confirmation do I need that I'm doing the right thing? Is it enough with customer feedback or do I need a partner to high five with?
Consider task variety	Do I want to do all kinds of tasks or only the ones I am best at? Should I construct a business model in which certain tasks are outsourced?
Consider autonomy	Do I thrive with complete independence? Do I have a life where it is important for me to be flexible?
Consider the social context	Do I need a lot of stimulation from my peers? Should I work from home or perhaps in a co-working space? Should I have a partner?
Consider responsibility	Do I like the thought of being responsible for someone else's salary?
Place these consideration to procedural utility	How will the majority of my company processes finally look like given my choices? Will I enjoy this - Considering my personality and circumstances?