Index

Abbreviations used in the index:
HRM – human resources management
SMEs – small and medium-sized enterprises.

Titles of publications are shown in italics.

academic entrepreneurship 54
Adler, P. 48–9, 132, 133
age and employee intention to quit 474
age of family-owned businesses 265–6
age of firm, effect on job pursuit intentions 352–4, 356
agencies, recruitment 124–5, 373, 375
agency costs and family-owned businesses 260–61
Ajzen, I. 387–8
Aldrich, H. 21, 465
alert individuals 30
altruism and family-owned businesses 261
Alvarez, S.A. 36, 166, 183
Alvesson, M. 73, 75
ambiguity tolerance, as entrepreneurial trait 27–8
Amit, R. 26
Anderson, A. 3
Ardichvili, A. 188
Argyris, C. 405
Arrowsmith, J. 227, 311
Australia
industrial relations environment 113–14
small firms 112, 188–9
small firms HRM study 114–35, 189–202
autonomy of employees, and learning 409
autonomy/freedom anchor 449, 450
Bacon, N. 226, 227
Bae, J. 475
Bagby, D.R. 24
Baker, T. 465
Barber, A. 346, 347
Barney, J. 92, 167, 466
Baron, R. 4, 32, 187
Barrett, R. 187, 245
barriers to recruitment 327
Barringer, B.R. 93, 95
Bateman, T.S. 26
Batt, R. 469, 470
Baum, J.R. 23, 32, 35, 58
Beaver, G. 205, 398
Becherer, R.C. 27
Bechhofer, F. 441
Beer, M. 144
Begley, T.M. 27
behavioural patterns and CAPS model 29
benevolent paternalism 242
Benson, J. 285
Big Five personality traits 26
Big Three entrepreneurship traits 23
Binstead, D. 328
Birley, S. 55, 74, 79
Bjorkman, I. 293
Black, J. 310
Blackburn, R. 74, 78, 112, 229, 316, 319
‘bleak house’ paradigm 243, 245
Bloch, S. 458
Bolino, M.C. 450
Bonnett, C. 24
Borys, B. 132, 133
Boselie, P. 289
Boswell, W. 468
Bowman, N.B. 27
Boyd, D.P. 27
Boyd, N. 31
Breukelen, W. 469
Brewster, C. 285
Bridge, S. 399
broker-based recruitment practices 364–5, 378–9
agencies 124–5, 373, 375
and firm size 367
Bryant, S. 187
Busenitz, L.W. 36
business growth, see firm growth
business performance, see firm performance
business planning, small firms 118–20
business size, see firm size
Butner, E.H. 27
Caird, S. 25
Cameron, K. 468–9
Camp, S.M. 165
Cappelli, P. 144
CAPS (Cognitive Affective Personality System) model 29
Cardon, M.S. 5, 345, 347
career anchors 449–50
career aspects of psychological contract 390–91
career stages 447–57
career theory and entrepreneurs 446–61
Carland, J.W. 25
Carlock, R.S. 262
Carlson, D.S. 205, 465
Carroll, G. 458
Carswell, M. 327, 337, 341
Cassell, C.M. 74, 79
Chami, R. 261
Chandler, G.N. 207
change
   reluctance of small firms 305–6
   stimulated by regulation 309–23
Chapman, D. 347
Chell, E. 26, 399
Chen, C.C. 31
Chrisman, J.J. 97, 260
Chung, L.H. 52
Churchill, N.C. 384
Ciavarella, M.A. 26
coercive formalization 133–4
Cognitive Affective Personality System (CAPS) model 29
cognitive approach to entrepreneurship 28–33, 39
communication
   Chinese SMEs 295–7
   and performance, family-owned businesses 271–2, 273, 275, 278
   small firm case study 252–3
   compensation 126–8
   Chinese SMEs 293–5
   emerging firms 93
constellation of traits, measurement of 25–6
contingent criteriology 81
Contractor, N.S. 60
control, JDC(S) model 401–4
   corporate entrepreneurship 60–61
   and HRM 96–8
   corporate entrepreneurship activity index (CEAI) 53
corporate performance, see firm performance
Coviello, N.E. 72, 79
Covin, J.G. 52, 58
Cox, L.W. 165
Crant, J.M. 26
Cromie, S. 261
Crossan, M.M. 31
Cullinane, N. 391
Cully, M. 226
cultural influences and health and safety regulation 312–16
culture
   family-owned businesses 268
   small firms 243–6, 249–50
Curran, J. 112, 306
Daily, C.M. 61
Dalton, G.W. 447
career stage model 447, 451–7
Datta, D. 140
Davidsson, P. 34, 49, 59, 383
De Clerq, D. 61
dead letter rules 134
decentralization of decision-making 147
Deetz, S. 73, 75
Delery, J. 168, 468
Delmar, F. 34, 56
Dess, G.G. 52, 61
destination stage, entrepreneurial careers 455–7
Index

Developing Manager Skills Project (DMS) 423, 426–9, 430
Dickens, L. 230
Dickson, P.H. 56
discipline procedure formalization 233–4
disengagement stage, entrepreneurial careers 455–7
DMS (Developing Manager Skills Project) 423, 426–9, 430
Doran, D. 220
Doty, J.H. 168
downsizing strategies 468–9
Drakopolou Dodd, S. 3
Drummond, I. 188
Dundon, T. 221, 391
Dutta, D.K. 31
Dyer, W.G. 243, 268
economic entrepreneurship capital 49–51
economic performance, see firm performance
economic regions, entrepreneurship capital 50–51
Edwards, P. 224, 242, 310, 316, 321, 439, 441, 443
Elizur, D. 23
Ellibs.com 100–102
HRM practices 101–2, 105
Elliott, B. 441
emergence view of entrepreneurship 383–4
emergent strategy 306
emerging firms and HRM 91–6
employee involvement
Chinese SMEs 295–8
family-owned businesses 261–2, 267–22
employee relations, Chinese SMEs 295–8
employee rewards, see compensation
employee voice
effect on turnover 468, 473, 476 and intention to quit 473, 476
employees
age and intention to quit 474
compensation, see compensation development, see training and development
turnover 464–78
entrepreneurship capital 57–9
employment
employment decisions 326–44, 384–8 and small business 327–9
employment growth, effect of human capital 36–7
employment regulations and small firms 316–21
employment relationship management 224–39
employment security 146–7
enabling formalization 132–3
Engle, D.E. 24
Ensley, M.D. 55
tenetpreneur models 22–37
Entrepreneurial Attitude Orientation (EAO) 25
entrepreneurial careers 446–61
non-linearity 450–51
stages 451–7
entrepreneurial/creative anchor 449, 450
entrepreneurial leadership 93–5
entrepreneurial management (EM) 53
entrepreneurial networks and firm performance 57
entrepreneurial orientation (EO) 52–3
entrepreneurial self-efficacy (ESE) 31–2, 328
entrepreneurial teams 206–8
tenrepreneurship definitions 383–4
and economic growth 48
entrepreneurship capital 47–62
entrepreneurship conceptions 441–2
implications for training 442–3
entrepreneurship leadership 57
Entrepreneurship: Theory and Practice 2
tenrepreneurship training 435–6
Envick, B. 26
establishment stage, entrepreneurial careers 452–4
Eweline.com 100
expectations of employer–employee relationships 390
exploration stage, entrepreneurial careers 451–2
extraversion, effect on job pursuit intentions 352–4, 356

family-owned businesses 260–79
cost characteristics, UK 262–7
economic performance 272–8, 279
and HRM 267–72, 278–9
Feldman, D.C. 450
female workforce and effects of IERs 319
Ferris, G.R. 3
financial performance
effect of HRM 138–9, 166
family-owned businesses 272–8, 279
measurement 148–9
firm destinations 456–7
firm growth
barriers to, family firms 260–79
effects on team members 213, 218–19
and formalization of HRM 187–8, 192–5, 226–39
growth factors, small firms 398–9
and human resource management 165–83, 186–202
measurement of 190–91
firm level entrepreneurship capital 47, 52–5
firm performance
effects of HRM 137–58
and employee intention to quit 471, 476
family-owned businesses 272–8, 279
and human resource strategies 166–8
measures of 138–9, 412–13
firm size
and effectiveness of recruitment practices 366–7
and formality of labour management 227–8
and IERs 317–18
and job pursuit intentions 354
and recruitment practice 371–7, 366–7
Fleetwood, S. 72
Fombrun, C.J. 52
formal HRM practices 111–35, 186–202, 205–21
and business planning 118–20, 195
effect of time 208–9
effects on social relations 231–2
and firm growth 187–8, 192–5, 226–39
measurement of 190
and owner's role 195
recruitment practices 364, 377–8
and firm size 366–7
see also informal HRM practices
founder
entrepreneurship capital 57
influence on learning in small firms 409
Freeman, R. 267, 468
functional totality 453
Furnham, A. 24
Gaglio, C.M. 30
Gappisch, C. 26
Gartner, W.B. 2, 5, 57, 74, 79
GEM (Global Entrepreneurship Model) 34
gender and employee intention to quit 476–7
General Enterprising Tendency (GET) test 25
Ghoshal, S. 49, 53, 54
Gibb, A. 306, 400
Gibbons, P.T. 52
Gibson, B. 393
Gilman, M. 311
Global Entrepreneurship Model (GEM) 34
Glover, J.L. 406
Glynn, M.A. 51
Godard, J. 144
Goel, S. 338
Goffee, R. 191, 244, 269
Gooding, R.Z. 27
Gouldner, A.W. 132, 134
Grant, P. 71, 73
Gray, C. 311
Green, R.P. 456
Greenwood, R. 261
grievance procedures
and employee intention to quit 476
formalization 233–4
growth, see firm growth
Guest, D. 285, 389
Gundry, L.K. 27
Index

Gunningham, N. 323
Gupta, V. 57
Guthrie, J. 140, 477

Hall, M. 230
Hampson, S.E. 29
Handelberg, J. 208
Hanisch, K. 465
Hansemak, O.C. 23, 24
Hansen, M.T. 56
‘happy family’ paradigm 243, 245
Harney, B. 221
Harris, J.A. 27
Harris, R. 275
Hart, M. 316, 319
Hayton, J.C. 97, 166
health and safety legislation, effect on small firms 312–16
Heneman, R.L. 2, 74, 95, 186, 242, 345, 465, 467
Heron, J. 328
Hesketh, A. 72
high-growth firms, human resource strategies 165–83
high performance work systems (HPWS) 466
Hill, J. 74
Hindle, K. 393
Hirschman, A. 468
Ho, V.T. 211
Holliday, R. 74, 310
Honig, B. 34
Hoque, K. 227
horizontal integration 172
Hornsby, J.S. 58, 188, 421
HPWS (high performance work systems) 466
Huelfner, J.C. 25
human capital
effects on venture growth 35 and entrepreneurship 33–5, 39–40
human resource development, effect on employment growth 36–7
human resource management (HRM) and corporate performance 137–58, 166–8
in emerging firms 91–6 and employee turnover 465–8, 473
as entrepreneurial tool 89–106
family-owned businesses 267–72, 278–9
high-growth firms 165–83 and intrapreneurship 96–8 and JDC(S) model 413–15 measurement of 143–8 objective estimates 156–7 and small firm growth 186–202 small firms 120–35 in SMEs 465–8 China 285–300 subjective indicators 139, 151–6 see also formal HRM practices; informal HRM practices
Hunt, K.H. 25
Huse, M. 207
Huselid, M. 137
Hutchings, K. 205
Hyman, J. 244
Ibarra, H. 59
individual employment rights (IERs) 316–21
individual entrepreneurship capital 47, 55–9 induction training 130–31 industry level entrepreneurship capital 47, 51 informal HRM practices 111–35, 186–7 labour management 226–8 see also formal HRM practices informal recruitment practices 363–4, 378 and firm size 366, 373, 376, 377 first employment decision 328 small firms 125–6 intention to quit 464–78 internal locus of control (ILOC) 23–4 interpretivist approaches 71–82 benefits of 74–9 challenges to 79–81 definitions 73–4 intrapreneurship and HRM 96–8 involuntary turnover 464 Ireland, R.D. 60
Jacobs, R. 208
JDC(S) model 400–404 and small firms 406–13

Rowena Barrett and Susan Mayson - 9781848441224
Downloaded from Elgar Online at 04/09/2019 11:15:24AM
via free access
Index

Jiangsu, China 287–8
Job Demands-Control (-Support)
  model 400–404
  and small firms 406–13
job pursuit intentions 347
  attractiveness of small businesses 347–58
  measurement 349–50
Johansson, A.W. 75
Johnson, B.R. 23
Johnson, P. 81
Jones, C. 442, 443
Jones, M.V. 72, 79
Kagan, R.A. 323
Karasek, R.A. 400–401
Katz, J.A. 30, 412, 449, 450, 456
Kellog, L. 399
Kersley, B. 226
Kets de Vries, M.F.R. 52
Khandwalla, P.N. 52
Kickul, J. 27, 389, 466
Kinnie, N. 227
Kirby, D.A. 412
Kirton, M.J. 28
Klaas, B. 2
Klimchak, M. 2
Kotey, B. 187, 328, 361
Kramer, T.R. 58
Krueger, R.A. 168
Kruse, D.L. 166
Kuratko, D. 2, 3, 58, 188, 421, 441–2
Kwon, S.W. 48–9
labour productivity assessment 148–9
Laiho, Kristian 100–101
Langford, M. 26
Larson, A.L. 328, 342
Lawler, J. 475
Lazear, E.P. 267
Leach, P. 261
leadership, entrepreneurial firms 57, 93–5
Leana, C.R. 49
learning
  and employment decisions 341–2
  impact of regulation 309–12
  in small firms 404–12
Leavitt, H. 26
Lee, D.Y. 23, 24
Legge, K. 78
legislation, effect on small firms 256, 305–24
Leung, A. 92
Lewin, D. 468
Lewis, V.L. 384
life-cycle of the firm, and team development 207
life-cycle models of entrepreneurial process 384–5
Locke, E.A. 23, 32, 35, 58
locus of control (LOC) 23, 24
Lounsbury, M. 51
Lu, Y. 293
Lumpkin, G.T. 52
MacMillan, I. 57
Maguire, H. 390
maintenance stage, entrepreneurial careers 454–5
managerial capacity problem 188
Markman, G.D. 32
Marks, A. 390
Marlow, S. 205, 226, 227, 228, 229, 309, 421, 430
Massey, C. 386
maturation of entrepreneurial careers 446–61
Maurer, J.G. 27
Maysen, S. 187
McCarthy, W. 436
McEvoy, G. 120
McGowan, P. 74
McGrath, R.G. 57
medium-sized enterprises, employment relationship management 224–39
Medoff, J. 468
Metro newspapers 102–5
  HRM practices 104–5, 105–6
middle-managers, entrepreneurship capital 57–9
Miles, M.P. 58
Miles, R.E. 60
Miller, D. 52
Miner, J.B. 24
minimum wage, effect on small firms 310–11
Mischel, W. 29, 33
Index 487

Mitchell, R.K. 74–5, 80
Mizrahi, S. 267
mock bureaucracy 134
models of entrepreneurship 22–37
Molloy, J.C. 166, 183
Monsen, E. 58
Moore–Bygrave framework 385
Moskowski, E. 458
Mueller, S.L. 24
Mukhtar, S.M. 208
Muller, G.F. 26
multi-level research, entrepreneurship capital 59–61
Myers–Briggs Type Indicator (MBTI) 25

Nahapiet, J. 49, 53
Nankervis, A. 205
narrative analysis 75
nascent entrepreneurship 21–41
national minimum wage (NMW), effect on small firms 310–11
need for achievement (NAch) 23
networked leadership 95
Neumark, D. 144
Nguyen, T. 187
Nonaka, I. 31
novice entrepreneurs and career theory 449

O’Gorman, C. 220
Olson-Buchanan, J. 468
opportunity recognition as entrepreneurial trait 29–32
opportunity view of entrepreneurship 383–4
OpWin 60
organizational attractiveness of small businesses 345–58
organizational climate and employee intention to quit 475–6
organizational cone career conceptionalization 447–9
organizational cost-cutting 468–9
and intention to quit 473
measurement 471
organizational culture, see culture
organizational effectiveness and human resource strategies 166–7, 173
organizational entrepreneurship capital 52–5
organizational performance, see firm performance
organizational success, effect on career development 450–51
outsourcing HRM practices 96

Page, K.L. 60
Palich, L.E. 24
Parker, R. 439
part-time entrepreneurship 458
PAT (People and Technology Project) 422–3, 423–6, 430–31
Pate, J. 389
paternalism 242–57
family-owned businesses 268, 270–71, 278
Patton, D. 310, 421
pay, see compensation
Pearce II, J.A. 58
Penrose, E.T. 165
People and Technology Project (PAT) 422–3, 423–6, 430–31
performance, see firm performance
performance management 95–6
Perren, L.J. 71, 73
personal entrepreneurship capital 47, 55–9
personnel development, see training and development
Peterson, R. 468
Pittaway, L. 310
planned behaviour, theory of 387–8
Podolny, J.M. 60, 61
portfolio entrepreneurs and career theory 449
positivist approaches to HRM 72
proactivity as entrepreneurial trait 26–7, 28
problem-centred approach to skills development 427–8
psychological contracts 209–10, 388–92
breaches, effects of 219–20
changes over time 216–20
effects of 392–3
reducing employment risk 393–4
public organizations and entrepreneurship capital 54–5
qualifications and skill 420–21
quitting employment 464–78
Rae, D. 75, 327, 337, 341, 458
Rainnie, A. 245
Raju, N.S. 24
Ram, M. 224, 226, 228, 229, 231, 242, 244, 310, 311, 329, 438, 439
Ranjan, K. 338
rapid growth firms and HRM 91–6
Rausch, A. 36
reciprocal exchange agreement 389
recruitment
barriers to 327
and organizational attractiveness of small firms 345–58
outcome classification 347–8
recruitment practices 120–26
Chinese SMEs 292
emerging firms 92–3
formalization 227, 233
Metro newspapers 104
and recruitment success 361–80
regional entrepreneurship capital 47, 50–51
regulation
impact on small firms 256, 305–24
as stimulant for change 309–12
rejuvenation stage, entrepreneurial careers 454–5
relational aspects of psychological contract 391
resource-based theory (RBT) and entrepreneurship 36–7
reward systems 93, 128–9
Chinese SMEs 293–5
rewards of firm growth 218
Reynierse, J.H. 25–6
risk-taking propensity 23, 24–5
effect on job pursuit intentions 354, 355, 356–7
Robinson, P.B. 25
Rogg, K. 467, 475
role clarity and job control 410
role conflict 409
Roth, P.L. 24
Rousseau, D. 388, 389
Rowley, C. 285, 290
Rutherford, M. 187
Sagie, A. 23
Sapienza, H.J. 61
Sarasvathy, D.K. 24
Saxon, D. 189
Sease, R. 188, 191, 244, 307–8
Schein, E. 244, 447, 449, 450
Schere, J.L. 27
Schon, D. 405
school referrals and recruitment 373, 374
Schulze, W.S. 261
Schumpeter, J.A. 26, 94
Schwandt, T.A. 73, 80–81
Seale, C. 73
security/stability anchor 449, 450
Seibert, S.E. 356
selection practices
Chinese SMEs 292
formalization 227, 233
self-efficacy and entrepreneurship 31–2
Sels, L. 142, 144, 466, 467, 476
serial entrepreneurs and career theory 449
Sexton, D.L. 27
Shane, S. 30, 56
Sharma, P. 97
Split, J. 467–8
Sheridan, A. 328, 361
Shoda, Y. 29, 33
skills
acquisition in SMEs 420–22
and SME growth 420–22
Slade, P. 187
Slevin, D.P. 52
small firms
culture 243–6, 249–50
and employment 327–9
growth and human resource management 186–202
and JDC(S) model 406–13
and learning 404–6
organizational attractiveness 345–58
recruitment problems 346–8
and state intervention 305–24
strategic stickiness 305–24
and training 436–8
see also family-owned businesses
Smallbone, D. 316
Snow, C.C. 60
social capital 48–9, 60
entrepreneurial teams 56
nascent entrepreneurs 37, 39–40
social competence as entrepreneurial trait 32–3
social support and learning 409
Sorenson, O. 61
sounding board approach to skills development 428
Spearman rank-order correlations, financial performance 162–4
Spicer, A. 442, 443
staffing plans 119–20
stage models of entrepreneurial process 384–5
Starr, J.A. 328, 342
state interventions and small firms 305–24
Sternberg, R. 49
Stevens, C. 5, 345, 347
Stevenson, H.H. 53
Stewart, W.H. 23, 24
Stockley, S. 55
Stokes, D. 74, 78
Stone, I. 188
Storey, D. 436, 437
strategic entrepreneurship 60–61
strategic HRM and firm growth 188
strategic stickiness, small firms 305–24
stress tolerance, entrepreneurs 27–8
Stuart, R. 328
Stuart, T.E. 61
Symon, G. 79
systematic change downsizing strategy 469

Takeuchi, H. 31
Tansky, J.W. 2, 95, 345
Taylor, D. 328, 342
Taylor, S. 227, 228, 229, 328
team entrepreneurship 206–8
team level entrepreneurship capital 47, 55–6
technology transfer and social capital 54–5
temporary agencies and recruitment 373, 375
theory, interpretivist approaches 75–8
Thomas, A.S. 24
Thornton, P.H. 49, 59
Thorpe, R. 328, 342
Thurik, R. 49, 50, 53, 55, 59
time, effect on HRM formalization 208–9
tolerance of ambiguity as entrepreneurial trait 27–8
Toyota dealership, human resource strategies and growth 179–82
trade unions, see union representation
training and development 434–44
Chinese SMEs 292–3
in entrepreneurial firms 95, 435, 436–8
for entrepreneurship 435–6, 438–9
and growth 421
Metro newspapers 104–5
small firms 129–31, 399–400
trait approach to entrepreneurship 22, 23–9, 38–9
transactional aspects of psychological contract 390
trust in employees 338–40, 342, 344
Tsai, W. 54
Tsang, E.W. K. 23, 24
Turban, D.B. 348
turnover of employees 464–78
union representation
Chinese SMEs 297–8
effect on employee turnover 468
Utsch, A. 23

Van Buren III, H.J. 49
veridical interpretation 30
veridical perception 30
vertical integration 172
Vickers, I. 244, 312–16
visioning approach to skill development 427
voluntary turnover 464, 465
and HRM 466, 467–8
Vozikis, G. 31
Vyakarnam, S. 208

Wall, T.D. 72
Walton, R. 245
Ward, J.L. 262
Way, S. 465–6, 467
<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s) or Section(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weaver, K.M.</td>
<td>56</td>
</tr>
<tr>
<td>Weitzman, M.L.</td>
<td>166</td>
</tr>
<tr>
<td>Wennekers, S.</td>
<td>49, 50, 53, 55, 59</td>
</tr>
<tr>
<td>Westhead, P.</td>
<td>437, 449</td>
</tr>
<tr>
<td>Wiklund, J.</td>
<td>49, 59</td>
</tr>
<tr>
<td>Wilkinson, A.</td>
<td>271</td>
</tr>
<tr>
<td>Witt, U.</td>
<td>31</td>
</tr>
<tr>
<td>Wood, S.J.</td>
<td>72, 272</td>
</tr>
<tr>
<td>work redesign strategies</td>
<td>469</td>
</tr>
<tr>
<td>workforce characteristics, family-owned businesses</td>
<td>266–7</td>
</tr>
<tr>
<td>workforce reduction strategies</td>
<td>468–9</td>
</tr>
<tr>
<td>workplace climate and employee intention to quit</td>
<td>475–6</td>
</tr>
<tr>
<td>Wray, D.</td>
<td>268</td>
</tr>
<tr>
<td>Wright, P.M.</td>
<td>140, 144, 167</td>
</tr>
<tr>
<td>Zahra, S.A.</td>
<td>3</td>
</tr>
<tr>
<td>Zhao, H.</td>
<td>356</td>
</tr>
</tbody>
</table>