

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Effects of Family Motivation on Employee
Opportunity Identification in Intrapreneurship**
家庭動機對員工內創業機會識別的影嚮研究

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摘要

創新驅動已經成為國家發展戰略，新技術革命也為企業實現突破創新提供了重大機遇。然而中美貿易戰、科技戰以及新冠疫情的爆發使得我國企業發展面臨著高度的不確定性，加劇了企業創新創業的風險，進一步阻礙了我國企業的轉型發展。為了應對日益複雜和動盪的外部環境，企業需要積極掃描外部環境，從變化的環境中及時發現風險，敏銳識別機會，並快速回應。傳統的創新動力強調高層的視野，企業的重大方向變革被認為來自企業家的創業精神，所有的決策資訊掌握在管理人員手中。機會的識別被看成是高管的職責。隨著互聯網時代的到來，資訊日益扁平化，員工能夠掌握越來越的資訊，創新的組織機制也發生了根本性的變化，從精英創新正在向全員創新轉變。啟動一線員工的創業精神，充分利用他們接近市場、掌握市場知識的優勢，鼓勵他們像企業家一樣積極主動地構思、識別創新機會，成為持續創新的關鍵動力。

在全社會日益關注企業的創業精神的背景下，員工的機會識別是創業精神的集中體現，本文員工機會識別指的是，員工在與外部環境的交互時積極識別有利於組織發展的新機會。儘管員工的機會識別對企業快速回應外部環境的變化越來重要，但機會識別是高挑戰性的活動，不僅需要付出很多精力，還需要具備較高的認知能力，這對於一線員工來說尤為困難。首先，相對於外部創業者來說，一線員工的內在動機和激情大大降低，導致他們缺乏激情積極投入到機會識別活動；第二，相對於管理者而言，一線員工缺少權威和資源配置權力，對組織內外環境缺乏全面的認知，這些認知上的限制也阻礙

了員工的機會識別能力。因此，研究員工機會識別的驅動因素至關重要。然而，目前創業行為的研究主要關注企業家或管理者，對員工在組織內部的機會識別行為研究較少，導致我們對員工機會識別的行為動機和過程機制還不瞭解。員工在組織內部的機會識別的動機是什麼？員工如何更好地從市場中識別機會？上述問題雖然非常重要，但現有文獻尚未給出答案。

本論文討論的主題是家庭動機對員工內創業機會識別的影響機制。家庭動機是關於個人動機因素研究的新話題。對一線員工而言，養家責任和對家庭的支撐往往是他們工作的重要動力。最近研究開始關注家庭動機這一因素對員工工作的影響，但是還沒有文獻關注員工的家庭動機如何影響他們在工作中的機會識別。銷售人員直接與市場打交道，他們從市場中識別機會對於公司的創新發展至關重要。因此，本文以銷售員工為研究物件，引入家庭動機這一變數來揭示員工內創業機會識別的過程機制。具體而言，本文主要研究了以下三個問題：第一，家庭動機是否是員工積極識別新機會的影響因素？第二，家庭動機影響員工內創業機會識別的過程機制是什麼？本文指出創業激情和創業想像力是家庭動機影響機會識別的情緒過程和認知過程，從而揭示了家庭動機影響員工內創業機會識別的路徑。第三，員工網路能力是否會調節家庭動機與員工內創業機會識別的關係？由於員工網路能力是影響關係建立的重要因素，本文還探討了員工網路能力是否存在著調節作用。

為了驗證本研究的理論框架，本文收集了 18 家公司 280 個銷售人員的兩輪、多來源匹配調查資料。研究結果發現：家庭動機對員工創業激情有積極影響，並通過創業激情對內創業機會識別有積極影響；創新想像力、社會想像力和實踐想像力三個創業想像力維度也在家庭動機與內創業機會識別關

係中存在著中介作用，但家庭動機對對社會想像力和實踐想像力有積極影響，但對創新想像力有消極影響。另外，網路能力對家庭動機與創業激情和創業想像力之間的關係存在著重要的調節作用。其中，網路能力對家庭動機與創業激情、對家庭動機與社會想像力、對家庭動機與實踐想像力的關係有積極調節作用，但沒有發現對家庭動機與創新想像力關係的調節作用。本文對家庭動機、內創業機會識別以及公司創業等領域具有重要的理論貢獻，並對組織促進員工創業精神的管理實踐有指導意義。

關鍵字：家庭動機；機會識別；創業激情；創業想像力；網路能力

Abstract

Innovation-driven has become a national development strategy, and the new technological revolution has also provided significant opportunities for enterprises to achieve breakthroughs and innovations. However, the Sino-US trade and technology war as well as the outbreak of the new crown epidemic have made the development of Chinese enterprises face a high degree of uncertainty, intensified the risk of enterprise innovation and entrepreneurship, and further hindered the transformation and upgrading of Chinese enterprises. In order to cope with the increasingly complex and turbulent external environment, companies need to actively scan the external environment, discover risks in a timely manner from the changing environment, keenly identify opportunities, and respond quickly. The traditional innovation pattern emphasizes the vision of the senior management. The major changes of the company are considered to come from the entrepreneurial spirit of entrepreneurs, and all decision-making information is in the hands of managers. The identification of opportunities is seen as the responsibility of executives. With the advent of the Internet era, information is becoming increasingly flat, employees can grasp more and more information, and innovative organizational mechanisms have undergone fundamental changes. Employee innovation is becoming even more important for the innovation from elites. Activating the entrepreneurial spirit of front-line employees, making full use of their advantages of being close to the market and mastering market knowledge, and encouraging them to actively identify innovation opportunities like entrepreneurs become the key driving force for continuous innovation.

Under the background that the whole society pays more and more attention to the entrepreneurial spirit of enterprises, employee opportunity identification is a reflection of corporate entrepreneurial spirit. Opportunity identification refers to the process that employees actively identify new opportunities that are conducive to the development of the organization when interacting with the external environment. Although employee

opportunity identification is increasingly important for quick response to changing external environment, it is a highly challenging activity that not only requires a lot of effort, but also requires high cognitive abilities, which is particularly difficult for frontline employees. First, compared with external entrepreneurs, the internal motivation and passion of front-line employees are greatly reduced, leading to their lack of passion to actively participate in opportunity identification activities; second, compared with managers, front-line employees lack authority and resource allocation power as well as a comprehensive understanding of the internal and external environment of the organization. These cognitive limitations also hinder employees' ability to identify opportunities. Therefore, it is important to study the drivers of employee opportunity identification. However, the current research on entrepreneurial behavior mainly focuses on entrepreneurs or managers, and there is less research on the employee's opportunity identification behavior within the organization, which leads to a limited understanding of the behavioral motivation and process mechanism of employee opportunity identification. What is the motivation for employee identification of opportunities within the organization? How can employees better identify opportunities in the interaction with market? Although the above questions are very important, they cannot be answered by the existing literature.

This thesis discusses the influence of family motivation on employee opportunity identification in intrapreneurship. Family motivation is a new topic in the motivation literatures. For frontline employees, the responsibility of supporting the family is an important motivation for their work. Recent studies have begun to focus on the impact of family motivation on employees' work, but there is no literature that focuses on how employees' family motivation affects their opportunity identification at work. Sales personnel deal directly with the market, and they identify opportunities in the market for the company's innovative development. Therefore, in the context of sales employees, this study introduces the variable of family motivation to reveal the process mechanism of employee

opportunity identification in intrapreneurship. Specifically, this research mainly studies the following three questions: First, whether is family motivation an influencing factor for employees to actively identify new opportunities within organization; second, what is the process mechanism by which family motivation affects opportunity identification within organization? This article points out that entrepreneurial passion and entrepreneurial imagination are the emotional and cognitive processes in which family motivation affects opportunity identification, thereby revealing the path that family motivation affects employee opportunity identification in intrapreneurship; third, whether can employees' network ability moderate the relationship between family motivation and employee's opportunity identification in intrapreneurship? Because employees' network ability is an important factor to build relationship, we also explored whether individual's network capabilities moderate the main effects.

In order to verify the theoretical framework of this research, we collected a two-round, multi-source matching survey data of 280 sales personnel from 18 companies. The results of the study found that family motivation has a positive impact on employees' entrepreneurial passion, and entrepreneurial passion has a positive impact on opportunity identification in intrapreneurship. Further, three dimensions of entrepreneurial imagination in terms of innovative imagination, social Imagination and practical imagination also have a mediating effect in the relationship between family motivation and opportunity identification in intrapreneurship. Specially, family motivation has a positive impact on social imagination and practical imagination, but has a negative impact on innovative imagination. In addition, network ability has an important moderating effect on the relationship between family motivation and entrepreneurial passion and entrepreneurial imagination. In particular, the network ability positively moderates the relationship between family motivation and entrepreneurial passion, the relationship between family motivation and social imagination, as well as the relationship between family motivation and practical imagination, but no moderating effect on the relationship between family

motivation and creative imagination has been found. This article has important theoretical contributions to the fields of family motivation, opportunity identification, and corporate entrepreneurship, and has practical implications for organizations to promote employee entrepreneurship.

Key words: Family motivation; Opportunity identification; Entrepreneurial passion; Entrepreneurial imagination; Network ability

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CityU-FudanU DBA 六年的學習已經接近尾聲，這期間發生了太多的事情，回想這段經歷，雖然付出了很多的艱辛和努力，但深深地感受到所有的付出都是值得的。2016 年初入學時，曾經雄心壯志，期望自己能夠在 3 年內完成學業，然而 2017 年夏天一次計畫外的醫學檢查，竟然被確診患上一種發病概率只有百萬分之一的、僅僅發生在女性的、呼吸漸進性衰竭的極其罕見病——LAM，隨後兩年的時間內，我經常臥床，一刻也離不開氧氣機，不得不中斷了學業，也偏離了正常的生活軌道。或許樂觀的人運氣都不會太差，認識的 LAM 病友接二連三地離開了人世，而我逐步恢復了正常生活，重啟了 DBA 的學業。回顧過去的六年，有一種涅槃重生之感！

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