

Identifying and Measuring Motivational Factors in Conducting Network Marketing Business by Chinese Immigrants

Fu Dai, University of Technology Sydney*, E-mail: fu.dai@optusnet.com.au

Stephen T.T. Teo, University of Western Sydney, E-mail: stephen.teo@uws.edu.au

Karen Yuan Wang, University of Technology Sydney, Karen.yuan.wang@uts.edu.au

Abstract

Drawing upon symbolic self-completion theory and immigrant entrepreneurship theories, we develop a four factor scale to measure the motivational factors of Chinese immigrants in conducting network marketing business. An exploratory factor analysis was conducted to determine the underlying factorial structure of the multidimensional scale. Data were collected from 227 Chinese immigrant network marketers in Australia. The results suggest that the scale comprises four factors: extrinsic motivation; intrinsic motivation; low financial risk; and self-satisfaction. Contradictory to Kuntze's (2001) study, our finding suggests that successful network marketers are intrinsically motivated.

Key words: network marketer, motivation, entrepreneurship, scale, Chinese immigrant

Network marketing, also known as *direct selling* or *multilevel marketing*, is a system in which a manufacturer pays people outside the company to sell its products and services directly to consumers (Harris, 2004). In return, each salesperson is given the opportunity to build his or her own network marketing organization (NMO) by recruiting, training and motivating others to sell the same products and services (Vander Nat and Keep, 2002; Harris, 2004). These independent salespersons are network marketers. To understand the motivations for network marketers conducting their business is essential for NMO researchers.

In this study, the deductive approach was adopted to develop a scale to measure the motivations of Chinese network marketers in conducting network marketing business. The process of scale development in the current study went through three stages, involving item generation, scale development, and scale evaluation, following the process outlined in Hinkin (1995). A multidimensional scale was

developed to contribute to the literature of NMO studies; the scale can be used to develop theories to fill in the gap in the literature.

The structure of the paper is as follows. The literature review section identifies the factors motivating Chinese immigrants in conducting network marketing business. This is followed by an outline of the scale development and scale evaluation. Findings are then presented, together with a discussion of the theoretical implications of the study.

Stage 1: Literature Review and Item Generation

NMOs have significant economic impact worldwide, including Australia (World Federal of Direct Selling Association, 2009), but only a small number of empirical studies of NMOs are found in the literature (e.g., Lin, 2007; Kuntze, 2001; Sparks and Schenk, 2006, 2001; Bhattacharya and Mehta, 2000; Pratt, 2000; Biggart, 1989). None of these studies investigated motivations of individuals in conducting network marketing business, except Kuntze (2001) who explained the reasons for individuals in conducting network marketing business with symbolic self-completion theory (Wicklund and Gollwitzer 1981).

To investigate the motivation of conducting network marketing business, Kuntze (2001) proposed a scale based on the assumption that network marketers were inexperienced individuals and their average education level was lower than that of entrepreneurs. Kuntze (2001) claims those who are socially disadvantaged are more likely to respond to network marketing organizations' entrepreneurship promotions (Kuntze, 2001). This claim seems to be supported by the literature of NMO studies. For example, Biggart (1989) points out that most network marketers are women. Research into women's status in the organizations has been broadly conducted and many results suggest that women are at disadvantaged positions in the organization (e.g. Stroh, Brett, and Reilly, 1996; Cotter, Hermesen, Ovadia and Vanneman, 2001; Kirchmeyer, 2005).

In his research Kuntze (2001) applied symbolic self-completion theory to explain the reasons for network marketers pursuing their businesses. Symbolic self-completion theory suggests that when important symbols – indicators of self-definition – are lacking, individuals will use indicators of

attainment to define themselves as competent and accomplished in these self-defining areas (Wicklund and Gollwitzer, 1981). Kuntze (2001) suggests that network marketers are entrepreneurial dreamers rather than real entrepreneurs, because network marketers prefer the title of entrepreneurship over actually doing what it entails (Kuntze, 2001). Kuntze (2001) claims that one of the major differences between network marketers and successful entrepreneurs is that network marketers are motivated more extrinsically while successful entrepreneurs are motivated more intrinsically in conducting their businesses. To measure such a difference in terms of the motivation to pursue entrepreneurial opportunities, Kuntze (2001) developed 18 items, 8 were used to measure intrinsic motivations and 10 were used to measure extrinsic motivations (1-18 items in Table 1).

insert table 1 about here

However, the content validity of Kuntze's scale appeared to be limited by that he did not explain how the scale was developed (Hinkin, 1995). In addition, the results obtained in Kuntze's (2001) study is arguable because of the sample used in his study, that is, the relatively short period of experience in conducting network marketing business (ranging between 4-6 months) and the small sample size in his study (87 network marketers).

Researchers suggest that conducting network marketing business needs sophisticated skills and knowledge (Sparks and Schenk, 2001; 2006). People need to learn these skills and knowledge when they start their businesses. However, social cognitive theory suggests that learning is a complicated process (Bandura, 1986) and it may not be realistic for people to obtain these skills and knowledge within 4 to 6 months.

Exploring new items in the scale

A large amount of research into entrepreneurial personality has been carried out and the major constructs of entrepreneurial personality have been identified as: needs for achievement (e.g. Collins, Hanges and Locke, 2004; Zhao and Seibert, 2006); mindsets of innovation (e.g. Buttner and Gyskiewicz,

1993); locus control (e.g. Miner, 1990); and needs for autonomy (e.g. Lee and Tsang, 2001; Kisfalvi 2002). Among these constructs, needs for achievement is the most important entrepreneurial trait. McClelland (1961), the first researcher to publish a stream of research concerning entrepreneurial traits, believed that the major indicator of potential entrepreneurial success was a person's motivation for achievement. Many researchers support McClelland's (1961) view and claim that achievement motivation shows a clear relationship to entrepreneurial activity (e.g. Johnson, 1990; Kuntze, 2001; Collins, Hanges and Locke, 2004). The result of Zhao and Seibert's (2006) study has also provided the empirical evidence to prove the positive relationship between motivation for achievement and entrepreneurial activities. Kuntze (2001) suggests that needs for achievement, mindsets of innovation, locus control and needs for autonomy are intrinsic motivations for entrepreneurs to start up their businesses.

Review of the literature suggests that NMOs strongly promote entrepreneurship spirits and attract such people to conduct network marketing business (Biggart, 1989; Kuntze, 2001; Lin2007).

Entrepreneurship, often equated with small business ownership and management (Carland, Hoy, Boulton and Carland, 1984), is an innovative behavior allied to a strategic orientation in pursuit of profitability and growth (Sadler-Smith, Hampson, Chaston and Badger, 2003; Carland et al., 1984). The core components of entrepreneurship involve discovering and exploring opportunities (Ensley, Pearce and Himieleski, 2006).

In recent years a significant theoretical development has occurred in identifying the significance of immigrant entrepreneurship (Ley, 2006; Iyer and Shapiro, 1999; Chaganti and Greene, 2002; Zhou, 2004; Ley, 2006; Sequeira and Rasheed, 2006). Chaganti and Greene (2002) define immigrant entrepreneurs as "individuals who, as recent arrivals in the country, start a business as a means of economic survival" (p. 128).

Researchers explain that the main reasons for immigrants pursuing a self-employed business in their new country are as a result of a disadvantaged labor market caused by their incompetence in their new home country's language skills, their lack of education and specific career-related skills, and the

depreciation of human capital (Iyer and Shapiro, 1999; Chaganti and Greene, 2002; Zhou, 2004; Ley, 2006; Sequeira and Rasheed, 2006). These explanations are supported by the literature of necessity entrepreneurship (e.g. Henrekson, 2005; Bergmann and Sternberg, 2007; Block and Keollinger, 2009). According to necessity theory, immigrants entrepreneurs are pushed into entrepreneurship because they have no better choices for work or for making a living (Henrekson, 2005; Bergmann and Sternberg, 2007).

An immigrant's social network is a key determinant of his/her ability to launch a self-employed business, as well as of its subsequent success (Sequeira and Rasheed, 2006). An immigrant's family provides a convenient and low cost source of support to the business (Iyer and Shapiro, 1999).

One of the important sections of immigrant entrepreneurship literature is the study of Chinese immigrant entrepreneurs (e.g. Bates, 1997; Collins, 2002; Lau, Shaffer and Au, 2007; Wang and Lo, 2007). Between 1986-1996, a large number of Chinese immigrants from the People's Republic of China settled in Australia (Gao, 2006). Many of these immigrants had no access to resources to start up their own business; these are due to factors which can be summarized as: 1) a lack of the basic knowledge of conducting private businesses in the western world (Wan, 2001; Brown, 2007); 2) shortage of financial resources and little knowledge related to Australian society obtained from school education (Stevenson-Yang, 1996; Warner 1996); and 3) potential capabilities of organizing training events (Doughty, 1978; Wan, 2001; Brown, 2007). They end their careers on lowest incomes as dishwashers in restaurants (Collins, 2002). Evidence in the literature shows a large number of Chinese immigrants coming from the PRC have joined the major NMOs (Lin, 2007). Thus, items used to measure the motivation for establishing one's own business should be considered when the scale of measuring the motivation for conducting a network marketing business is being developed. However, no existing items to measure the motivation for establishing one's own business in the context of NMO are found in the literature.

Researchers also identified that many network marketers pursue social satisfactions through conducting network marketing business (Biggart, 1989; Bhattacharya and Mehta, 2000). "Social satisfaction is generated through interactions among individuals" (Bhattacharya and Mehta, 2000, p. 363) when they conduct their business activities. Many network marketers earn a negligible amount of income

from their network marketing business, but their morale is very high in conducting their businesses (Biggart, 1989; Bhattacharya and Mehta, 2000; Sparks and Shenck, 2006). In the context of network marketing organizations, independent network marketers tend to cooperate with each other and create a necessary enthusiastic atmosphere (Biggart, 1989; Sparks and Schenk, 2001, 2006). Although items to measure social satisfaction should be included in the measurement of the motivation for conducting network marketing business, no existing items are found in the literature.

Based on the literature review, the items in the scale of motivation in the current study are generated. The total number of items in the scale is 24 (Table 1). Among them, eighteen (items 1-18) developed by Kuntze (2001) are used to measure extrinsic/intrinsic motivations; two (items 19 and 20) created by current study are used to measure the motivation of pursuing social satisfaction; and four (items 21-24) created by the current study are used to measure the motivation for establishing one's network marketing business.

Stage 2: Item Development

Focus Group

In order to confirm the face validity of existing measurement developed by Kuntze (2001) and explore new factors in the context of Chinese immigrants conducting network marketing business in Australia, we conducted four focus groups.

To ensure the quality of the information obtained from the focus groups, the participants were carefully selected based on the criteria of: 1) experience in conducting network marketing business; 2) conducting full time network marketing business; and 3) having a solid income earned from the business. According to these criteria, all participants had at least three years of experience in conducting network marketing business and had built solid businesses. One focus group contained six participants (two males, four females); two groups had seven (one group had five females and two males, the other one had one male and six females) and one had eight (five females and three males). In the focus group, a tape recorder was used to record the participants' responses. Each focus group session lasted about 90 minutes.

Questions asked in the focus groups were: 1) what are the reasons for you in participating in network marketing business? 2) What do you want to achieve from conducting network marketing business? 3) Are you satisfied by conducting your network marketing business? If yes, in what way?

The process of analyzing data obtained from the focus groups included several steps: 1) listening to the recorded scripts at least three times; 2) transcribing the script recorded in the focus groups; 3) reading the transcriptions carefully; and 4) identifying the main themes from the focus groups. Those issues mentioned three times in two or more different groups were treated as the themes of the focus groups.

The themes obtained from focus groups included: 1) exploring business opportunities with current own/self skills and knowledge; 2) learning new knowledge and skills; 3) making a lot of money and having a good life; 4) meeting new people and interacting with people; 5) enjoying social life; 6) enjoying challenges; 7) establishing one's own business with low cost and risks; 8) becoming a successful "entrepreneur"; 9) obtaining financial security; 10) controlling one's own life; and 11) pursuing self actualizations.

In these focus groups, the face validity of items 2-9, item 11 and items 13-18 (see Table 1) developed by Kuntze were confirmed. In addition, the face validity of six newly developed items measuring the motivation of pursuing social life (items 19 and 20) and the motivation of establishing one's own business (items 21-24) were identified.

Developing Items

The scale for measuring the motivation of conducting network marketing business by Chinese immigrants was formed according to the results of focus groups. This scale includes 24 items, of which eighteen were adopted from Kuntze (2001) and six were newly created for the current study.

Pilot study. The objectives of the pilot study in this research were:

- 1) to examine the face validity of questionnaire items
- 2) to make sure the instructions in the questionnaire were adequate

3) to determine the sample size in this research. In the pilot study 32 network marketers, who had been in the business for more than three years, were invited to complete the questionnaires.

The result showed that questionnaire items were understandable, which suggested that the face validity of questionnaire items was confirmed; the instructions in the questionnaire were adequate. With SPSS version 14, the mean and standard deviation of the motivation was calculated (Mean = 3.53, SD = 0.718). The standard deviation obtained here was only the estimated value, which was used to determine the sample size (Zikmund, 1997). To test the significance of correlations between questionnaire items, the survey data were tested. A Kaiser-Meyer-Olkin statistic was far below the recommended minimum threshold of 0.6 (KMO = 0.273) (Lynn, Naughton and Veen, 2009). Thus, conducting factor analysis is not appropriate for pilot study data.

In order to determine the research sample size, the formula recommended by Zikmund (1997) was adopted. According to Zikmund (1997), the sample size was determined by: 1) estimated standard deviation of the population obtained from the result of the pilot study; 2) the desired magnitude of error (2% in this research) determined by the researcher; and 3) the confidence level (95% was selected). The result of the calculation shows the sample size of this research should be greater than 197.

Data Collection

The main steps of data collections included, 1) locating venues and schedules of business training events for Chinese immigrant network marketers in the states of New South Wales, Victoria and Queensland through the contacts, 2) handing the questionnaires and information letters personally to Chinese network marketers at the front door of the venue before the training started, and 3) collecting the completed questionnaires after the training event immediately. The total useable questionnaires collected were 227 and the response rate was 51.8%.

Demographic Statistics

The setting for this research was network marketing organizations in Australia. All subjects (N=227) were Chinese immigrant network marketers (males 26.4%, females 73.6%). The ages of subjects ranged from 18 to 60 years and above (18-30: 16.3%, 31-40: 21.6%, 41-50: 40.15%, 51-60: 16.7%, 60

and above: 4.8%). Respondents (N=227) spoke English at levels of native (0.9%), frequent (8.4%), competent (38.3%), a little (39.2%), no English (9.7%) respectively. 3.5% respondents did not report their English capabilities. Education of the respondents ranged from PhD degree (2.6%) to high school certificate (8.8%). Among the respondents, 68.7% have university degrees. The length of network marketing business engagement ranged from 1 month to 119 months, the average length being 28.56 months (SD = 22.51 months). Average working hours in conducting network marketing business/per week was 23.01 hours, with a range from nil to 70 hours (SD = 15.63 hours).

Exploratory Factor Analysis

Exploratory factor analysis (EFA) was performed within the six-stage model-building framework introduced by Turker (2009) and Hair, Black, Babin, Anderson, and Tatham (2006). It was done on SPSS version 14. There are two reasons for conducting EFA in current research: 1) reducing the number of variables to a smaller, more manageable number while retaining as much as of the original variance as possible; 2) understanding latent constructs (Conway and Huffcutt, 2003). Data were analyzed through principal component factor. Number of factors extracted was four. Table 2 shows the four factor structure with eigenvalues greater than 1.0. The four factors capture 52.91% of the variance of the 24 items.

Insert Table 2 about here

Factor 1, 'extrinsic motivation' ($\alpha = 0.856$), comprised items used by Kuntze (2001) to measure the extrinsic motivation of Chinese network marketers in conducting network marketing business. This factor also includes a double loading item created by this study which was excluded from the analysis. This factor is consistent with the symbolic self-completion theory (Wicklund and Gollwitzer 1981).

Factor 2, 'intrinsic motivation' ($\alpha = 0.704$), includes four out of eight items used by Kuntze (2001) to measure intrinsic motivations of pursuing entrepreneurship from conducting network marketing business, and two items (one item has cross loading which was excluded from the analysis) created by

this study which are used to measure the motivation of social satisfactions. This factor can be explained with entrepreneurship theory (e.g. Collins, Hanges and Locke, 2004; Zhao and Seibert, 2006).

Factor 3 ($\alpha = 0.806$), labelled as motivation for establishing one's own network marketing business, includes four newly created items developed by the current study. These items are used to measure the motivation for establishing one's own business at low cost (risk). This factor can be explained in immigrant entrepreneurial literature (Iyer and Shapiro, 1999; Chaganti and Greene, 2002; Zhou, 2004; Ley, 2006; Sequeira and Rasheed, 2006).

Factor 4 ($\alpha = 0.659$), named as motivation of self-satisfaction, includes three items (one is double loading, will be deleted) used by Kuntze (2001). It includes items signifying having fun in the business, being innovative, making a better use of one's own skills, and autonomy.

Stage 3: Scale Evaluation

Validation of Exploratory Factor Analysis

In this stage, Turker's (2009) approach was adopted to assess the degree that the results can be generalized to the population. Split sample analysis was chosen for the validation assessment. The main sample was split into two samples (one was 113 and the other was 114). One of the split sample's varimax rotations was quite similar to that of the general sample in terms of loadings and communalities for all of the items. It means the results are stable within one of split sample and general sample. Further study will be required to confirm the extent to which this result can be generalized.

Reliability Analysis

The internal consistencies of each scale were assessed by computing Cronbach's alpha. The Cronbach's alpha values for the four factors were calculated as 0.856, 0.704, 0.806 and 0.659 (Table 2). The scale developed in this study seems to be reliable.

Findings

Table 3 presents the correlations between motivational factors and demographic characteristics. It demonstrates that the intrinsic motivation factor (factor 2) (Mean = 3.54, SD = .84) has significantly positive correlations with extrinsic motivation factor (factor one) (Mean = 3.87, SD = 0.77, $r = 0.42$, $p <$

0.01), motivation for establishing one's own business (factor 3) (Mean = 3.63, SD = 1.03, $r = 0.28$, $p < 0.01$), and motivation of self-satisfaction (Mean = 3.06, SD = 1.08, $r = 0.45$, $p < 0.01$). In addition, the intrinsic motivation factor has significantly positive correlations with weekly working hours (Mean = 23.01, SD = 15.63, $r = 0.24$, $p < 0.01$). Weekly working hours have significantly positive correlations with the length of network marketing business engagement (Mean = 28.56, SD = 22.15, $r = 0.42$, $p < 0.05$) and weekly income (Mean = 316.56, SD = 613.00, $r = 0.49$, $p < 0.01$). These results suggest that successful network marketers seem to be motivated intrinsically. Extrinsic motivation factor (Mean = 3.87, SD = 0.77) is also positively correlated to weekly working hours ($r = 0.14$, $p < 0.05$). Females are more likely motivated extrinsically ($r = -0.13$, $p < 0.05$).

 Insert Table 3 about here

Age (Mean = 2.72, SD = 1.08) has positive correlations with the length of network marketing business engagement ($r = 0.39$, $p < 0.01$) and the incomes ($r = 0.28$, $p < 0.01$). These two findings suggest that the older Chinese immigrant network marketers are more successful than their younger counterparts. English capability (Mean = 2.50, SD = 0.83) has negative correlations with the length of network marketing business engagement ($r = -0.27$, $p < 0.01$), incomes ($r = -0.25$, $p < 0.05$) and age ($r = -0.40$, $p < 0.01$). English capability has a positive correlation with education (Mean = 3.22, SD = 1.51, $r = 0.40$, $p < 0.01$) and a negative correlation with income ($r = -0.25$, $p < 0.01$). These results suggest that older Chinese immigrant network marketers have lower levels of education and English.

Discussion and Conclusion

This study attempts to contribute to the literature of network marketing organization studies by developing a new scale for measuring the motivation of Chinese immigrants conducting network marketing businesses in Australia. The scale contains four sub-scales (extrinsic motivation, intrinsic motivation, motivation of establishing one's own business, and motivation of pursuing self-satisfaction). With this scale, the motivations for Chinese immigrants conducting network marketing business can be

measured. This scale can be generalized to the broader area and cross-cultural studies. The reliability of the scales is high and provides a base for further analysis of the study.

To our knowledge, this is the first study to investigate the motivations for Chinese immigrant network marketers in conducting network marketing business. The deductive approach was adopted to construct the scale for measuring the motivation of conducting network marketing business. The scale developed in this study contains four latent factors: extrinsic motivation; intrinsic motivation; the motivation of establishing own business with low cost (risk); and motivation of pursuing self-satisfaction. The results of validation of exploratory factor analysis and reliability analysis indicate that the scale developed in this study is valid and reliable.

The findings indicate that older Chinese immigrant network marketers are more successful in conducting their network marketing business than their younger counterparts. According to the literature of necessity entrepreneurship and immigrant entrepreneurship, older Chinese immigrants are more likely pushed into network marketing business because they have much fewer choices for work or making a living (Henrekson, 2005, Sequeira and Rasheed, 2006).

The findings also indicate that successful Chinese immigrant network marketers are motivated more intrinsically than extrinsically. This finding is in agreement with the motivation for successful entrepreneurs, but contradicts Kuntze's (2001) finding about the motivations for network marketers to conduct the business. Kuntze's (2001) finding suggests network marketers are motivated extrinsically.

Compare to Kuntze's (2001) study, this study has substantially improved in methodology in several aspects. Firstly, the sample size of this study is substantially bigger than that of Kuntze's (2001), which indicates the levels of precision and confidence of this study is higher than that of Kuntze's (2001) (Zikmund, 1997). Secondly, the sample of this study includes both experienced and inexperienced Chinese immigrant network marketers, while Kuntze's sample only includes the inexperienced network marketers. The sample of this study reflects the whole profile of Chinese immigrant network marketers, while Kuntze's sample only represents inexperienced network marketers. Thirdly, the process of developing the

scale in this study is carefully designed (Hinkin, 1995), but Kunte (2001) does not explain how the research is designed.

Despite its contributions, the limitations of this study must also be acknowledged. It only focuses on Chinese immigrant network marketers in Australia. Therefore, future research should further confirm the validity of this scale in other populations.

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Table 1 Scale for measuring motivation of conducting network marketing business

No	Items
1	To directly contribute to a company's success
2	To keep learning.
3	To make a lot of money
4	To be challenged
5	To get rich quickly
6	To be innovative
7	To be free to name my own hours
8	To be free to work wherever I want-including from home
9	For personal accomplishment.
10	To have influence over and create a positive impact upon my community
11	To be able to have lavish lifestyle
12	To buy all of the toys, cars, boats, vacation homes – have always wanted
13	To have fun
14	To have financial security
15	To better use my skills
16	To be able to vacation more often- and in more exotic locations
17	To have power to call my own shots
18	To be known as a successful “entrepreneur” or business person
19	In my work with this network marketing organization, I feel I'm part of a “cause” that's about more than earning money
20	While earning money is nice, there are other more important reasons for my work with this network marketing organization
21	To start up my own small business with lowest investment and risks
22	It doesn't really matter if I fail in my network marketing business, because I have only invested little money in it.
23	It is a good opportunity for me to learn how to start up my own business, because it only cost little money.
24	To start up my own business without financial pressure

Table 2 Motivations of Conducting Network Marketing Business Total Variance explained and Rotated Factor Loading Matrix

	Items	Factor				α	Communalities
		Factor 1	Factor 2	Factor 3	Factor 4		
Kuntze	To be able to have lavish lifestyle	.755				.856	.670
Kuntze	To buy all of the toys, cars, boats, vocation homes – have always wanted	.705					.575
Kuntze	To make a lot of money	.682					.497
Kuntze	To have financial security	.680					.503
Kuntze	To be free to name my own hours	.655					.510
Kuntze	To be able to vocation more often- and in more exotic locations	.655					.510
Kuntze	To get rich quickly	.593					.485
Kuntze	For personal accomplishment.	.550					.392
Kuntze	To be free to work wherever I want-including from home	.469					.273
Kuntze	To be known as a successful “entrepreneur” or business person	.422					.445
Kuntze	To directly contribute to a company’s success		.739			.704	.560
Kuntze	To keep learning.		.634				.537
New item	While earning money is nice, there are other more important reasons for my work with this network marketing organization		.630				.435
New item*	In my work with this network marketing organization, I feel I’m part of a “cause” that’s about more than earning money	.402	.613				.556
Kuntze	To be challenged		.575				.466
Kuntze	To have influence over and create a positive impact upon my community		.452				.452
New item	It doesn’t really matter if I fail in my network marketing business, because I have only invested little money in it.			.826		.806	.716
New	It is a good opportunity for me to learn how to start			.800			.717

	Items	Factor				α	Communalities
		Factor 1	Factor 2	Factor 3	Factor 4		
item	up my own business, because it only cost little money.						
New item	To start up my own business without financial pressure			.798			.659
New item	To start up my own small business with lowest investment and risks			.610			.544
Kuntze	To have fun				.718	.659	.556
Kuntze	To have power to call my own shots				.671		.588
Kuntze	To be innovative				.622		.533
Kuntze*	To better use my skills			.425	.531		.519
						Total	
	Eigenvalues	4.673	2.992	2.604	2.430	12.663	
	Percentage of trace	19.465	12.467	10.848	10.126	52.907	

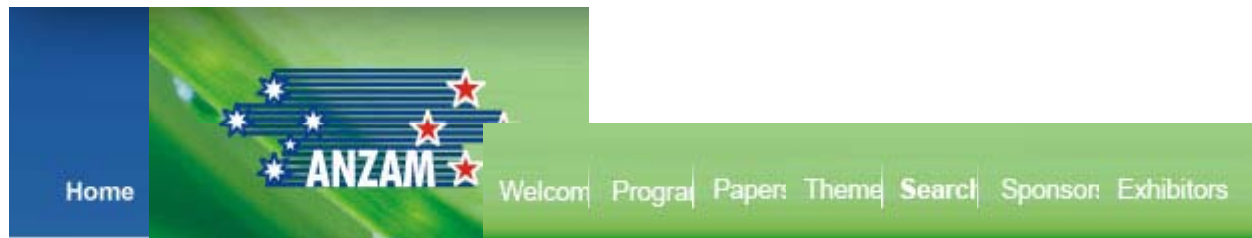
- 1) * these items were deleted because of cross loading.
- 2) Total 24 items, 18 of them were created by Kuntze (2001), 6 were newly created in this study.

Table 3 Correlations between Motivational Factors and Demographic Characteristics

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Factor 1	3.87	.77	1												
2. Factor 2	3.54	.84	.42**	1											
3. Factor 3	3.63	1.03	.30**	.28**	1										
4. Factor 4	3.06	1.08	.52**	.45**	.34**	1									
5. Months in business	28.56	22.15	.01	.06	.06	-.13	1								
6. Weekly Income	316.56	613.00	.004	.07	.04	-.08	.66**	1							
7. Weekly working Hours	23.01	15.63	.14*	.24**	.08	.01	.42**	.49**	1						
8. Age	2.72	1.08	-.13	-.01	.10	-.07	.39**	.28**	.17*	1					
9. Gender	1.74	.44	-.13*	-.03	.05	-.10	-.02	.01	-.05	.12	1				
10. Education	3.22	1.51	-.07	-.13	-.13	.08	-.11	-.12	.004	-.21**	-.074	1			
11. English level	2.50	.83	.06	.01	.02	.08	-.27**	-.25**	-.02	-.40**	-.17*	.40**	1		
12. Spouse Work	1.52	.80	.15*	.16*	.15*	.17*	-.05	.07	-.05	-.19**	-.067	-.03	-.01	1	
13. no other job	1.42	.49	-.01	.07	.03	-.07	.33**	.32**	.36**	.10	.043	-.09	-.13	-.10	1

* $p < 0.05$ level (2-tailed)

** $p < 0.01$ level (2-tailed)



ANZAM Welcome



Welcome from the ANZAM President

On behalf of the ANZAM Executive I welcome you to the 23rd ANZAM Conference hosted by the Department of Management, Monash University, Melbourne 2009.

The conference theme this year is both timely and of great significance, not only for our academic disciplines of course, but it also reflects one of the 'great challenges' facing us all in the 21st Century.

Keynote presentations by Professor Tim Flannery and Professor Dexter Dunphy will present opportunities for further insights into *Sustainable Management and Marketing*, particularly in respect of their recognised fields of sustainable development and environmental strategy.

Presentations from authors of papers in a program across 16 streams, interactive workshops and poster presentations will provide educators, managers and leaders in all fields of industry and endeavour the opportunity to engage with the conference theme in a responsive and strategic manner.

The academic program this year is further enhanced by a collaborative approach in bringing together the primary professional bodies for management and marketing educators, researchers, students, scholars and practitioners in a combined day of activity.

We look forward to other opportunities for collaboration and interaction with you during the program of social activities including the Happy Hour Welcome, a Cocktail Reception at the National Gallery Victoria and the Conference Dinner.

I thank participants and guests from twenty-four international locations, New Zealand and Australia for their commitment to ANZAM, and hope that you enjoy your stay in the City of Melbourne.

My thanks also go to the Monash Team who have worked in collaboration with the ANZAM Secretariat and Promaco to bring us together for ANZAM 2009.

Conference Secretariat
Promaco Conventions
PO Box 890, Canning Bridge WA 6153
Ph: (+61 08) 9332 2900 Fax: (+61 08) 9332 2911
www.promaco.com.au

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