

Where Do Bosses Come From?
An Analysis of the Entrepreneurial Characteristics of
Taiwan's Bosses *

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Abstract

This paper investigates personal characteristics to identify which factors have influence in paving the way a worker to become a boss. We argue that the work experience and job tenure are also the important factors in the making of a small business owner. To prevent the bias of studying only the “successful cases,” as many previous studies might have done, this study investigates the characteristics of those who are already self-employed or are employer, as well as those eager to follow this path. In the analysis, many characteristics which are related to entrepreneurship are included, and the specific characteristics that are common to people who are already bosses are analyzed. The data for this study were taken from the *Taiwan Social Change Survey of 1997*, which includes detailed information about respondents' occupational experiences and their subjective attitudes towards their jobs. The analytical results show that certain career-related factors, work experience in addition to some personal attributes most likely contribute to a person's pursuit to become a boss.

Keywords: self-employed, employer, career, entrepreneurship, boss

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I. INTRODUCTION

Self-employed individuals and employers are ubiquitous in Taiwan clearly illustrates that entrepreneurship plays a critical role in the dynamics of the Taiwan economy. In fact, in light of the large number of small shopkeepers and owners of small-scale factories, Taiwan has often been called the 'island of bosses' (Shieh 1992). Historically, the number of self-employed workers and employers in the labor market has been proportionately high. Between 1978 and 1990, the percentage of workers who were employers has rose from 3.16% to 5.41%, whereas the percentage of those who were self-employed decreased down from 22% to 16%. These statistics indicates that more than one in every five worked as their own "boss." Previous research in Taiwan, based mainly on the detailed analyses of the production process, has found that the Taiwan-specific structure of production was the main factor attributing to the high number of self-employed individuals and small business owners. The complicated subcontracting system, to cite one example, opened many channels for individuals to start up their own enterprises. This has

given rise to a most popular, well sought-out route whereby “*Black-Hands Becoming Their Own Bosses*” has become a highly esteemed channel of mobility, one which clearly breaks the barriers of class boundaries. This phenomenon is somewhat special to Taiwan in that, compared with the class structure of the U.S. and Japan, the growth of Taiwan’s self-employed is still on the rise (Tsay 1999, Steinmetz and Wright 1989, see also Robson 1998 for the case in Britain). Understanding the reasons for the expanding number of bosses provides insight into the mechanisms of the capitalist system in Taiwan.

II. WHERE DO ALL THE BOSSES COME FROM?

The conventional hypotheses of the push and pull effects argue that the economic conditions force or at least provide the impetus for an employed worker to exit his/her status as an employee to become a self-employed or an employer. From this perspective, being self-employed or an employer is generally considered a better niche for a worker as there one can escape from a low-paying job or avoid the risk of being unemployed (Hsin 1996, Wu 1999, Evans and Leighton 1989, Taylor 1996, Parker 1996). This argument represents a cause-effect relationship that is central to the basic theory in the field of labor economics.

Unsatisfied with the theories of economics, many sociologists have instead focus on the social and human dimensions that are involved in the making of bosses. For example, one often-cited statement is that the values of praise and respect that society places on a boss provide an environment that fosters many Taiwanese that “I want to be my own boss” feeling (Shieh 1990). Further studies on the bosses have shown that the special type of production may be the factor behind the high number

of bosses. Sociologists have observed that the delicate relationship in the Taiwan-specific industrial structure and the multiple linkages in the process of production (e.g., the complicated subcontracting system) offers plenty of entrepreneurial opportunities for a worker to set up his/her own shop (Hsieh, 1989, 1990, 1993; Li and Ka 1994). But this macro explanation, which focuses on the chain of production, does not always identify the indicators that enable us to predict why some decide to become a boss, and why others do not. Although some studies (Su 2000, see Taylor 1996, Dunn and Holtz-Eakin 2000 for the cases in other nations) have been centered on the transition processes involved in becoming self-employed or an employer, previous research, especially recent case studies in Taiwan, have tended to base their argument on successful cases rather than on those concerning ordinary workers who do eventually follow the footsteps of “*Black-Hands Becoming Their Own Bosses*” (e.g. Hsiao 1992, Hsin 1996, Chou and Lin 1999, Devine 1994). Moreover, most field studies have investigated either specific industries or on specific points in the production process, therefore, making it impossible to ascertain general trends in the labor market. That is, the previous evidence drawn from the field observations is not broad enough in scope to make assessments of what the characteristics of potential bosses in Taiwan industries are. With these questions in mind, this research hopes to provide an adequate explanation of what goes into the making of bosses in Taiwan.

Many studies suggest that social networks (social capital) are critical in determining entrepreneurial activity both in Taiwan (Hsung and Huang 1992) and in other countries (Evans and Leighton 1986; Aronson 1991; Burt 1992). Field studies, however, do not provide general arguments as to how a worker accumulates his/her social capital and then uses it in his/her entrepreneurial activity. In addition,

empirical data to support any arguments in this regard have been limited and have only been based on field interviews with a few bosses of firms. Given these limitations, the micro explanation here was required for it identifies what motivates specific persons to become their own boss.

For a worker setting up his own business, certain personal skills and characteristics are mandatory. Among them, entrepreneurial action requires related knowledge of the trade and confidence (Liles 1974; Bandura 1986, cited from Sorensen and Audia 2000). Apart from these and equally important, motivation to become an entrepreneur is obviously a key factor. However, how and why the motivation functions in the making of a boss has not been fully studied in Taiwan where the environment is frequently said to favor individuals who function in the capacity of a boss. Field investigations, thus far, have tended to study bosses who have already demonstrated their high aspirations to become successful entrepreneurs. Thus, exactly who the potential entrepreneurs are in Taiwan is an intriguing question that needs to be answered.

Access to an entrepreneurial environment is critical in the making of an entrepreneur as the study by Sorenson and Audia (2000) states in detail:

“The individual must also develop confidence in her ability to transition successfully from employee to entrepreneur (Bandura 1986; Hackett 1995). Prior experience in an industry can bolster this confidence in at least two ways. First, previous successes on tasks tapping skills relevant to the entrepreneurial role—such as new product development, research and development, or production—give people an opportunity to develop strong and resilient perceptions of their ability to orchestrate the activities and resources needed to start a new venture. ...Second, exposure to successful entrepreneurs who come from similar social and occupational backgrounds offers another means by

which previous experience in the industry strengthens people's confidence.”
(Sorenson and Audia 2000: 443)

Although workers in Taiwan's labor markets show a high rate of job mobility, according to recent studies, this does not impair their wages, their seniority or their work experience, unless they change their occupation/industry (Tsay and Lin 2000, 2002). When little is at stake by moving between firms and it is not deemed to be detrimental to a person's career, his/her accumulated seniority and experience may very well, in fact, be the major driving forces for wanting to set up his/her own entrepreneurial activities.

The importance of the career prospects of a worker has frequently been cited another important factor that might serve as an impetus for a worker to give up his/her current job and become an entrepreneur (e.g. Shieh 1990, Tsay and Chuang 2002, Chou and Lin 1999). The majority of workers are employed in small or medium firms, where the opportunities for career mobility are rather slim. The organizational structure too often poses a glass ceiling, and it follows that this may increase a worker's motivation to create his/her own business.

This paper argues that a combination of certain personal characteristics along with work experience may serve as the incentive for a worker to decide to become his/her own boss. It also claims that work experience and job tenure are also the important factors in the making of a small business owner. To avoid any bias from studying only “successful cases,” as many studies have done (e.g. Hsiao 1992, Shieh 1990), this study investigates the characteristics of not only those who are currently bosses, but also those who wish to become bosses. Some scholars (Su 2000, Wu 1999, Hwang 1994) have analyzed the transition between the states of being the employee and being the self-employed, but their data have not included certain

variables, and this fact may have led them to overlook other important factors which this paper will address in great detail.

Previous sociological studies of the process of “*Black-Hands Becoming Their Own Bosses*” tend to focus on the linkage between the popular putting-out system and the flexible production networks have led many researchers to analyze the special process of the making of bosses in Taiwan. However, in doing so, those researchers have ignored the motivation of these would-be bosses. One of the main purposes of this paper is to identify the reasons for these candidates wanting to become their own boss.

III. HYPOTHESES

The framework of this research is made up of two components: entrepreneurial aspiration to become a boss and the processes need to attain that status. We tested six guiding hypotheses pertaining to entrepreneurial aspirations and the factors that enable an individual to become a self-employed worker or an employer. The pull and push effects were taken into account to explain the making of bosses. We considered the extent to which work experience and professionalization are related to subsequent career mobility, a relationship which has been postulated in previous research. A worker’s career plan was also modeled to enable us to get a better grasp on his/her entrepreneurial aspirations.

The importance of career prospects is a fundamental factor for a person when he/she is choosing his/her career path. Since Taiwan’s economy is mainly organized into small and medium-sized firms, as a general rule, there is not much opportunity for career advancement, and workers are expected to be pushed to become their own

bosses by the conditions in their employment. Owing to the phenomena, two hypotheses developed were developed and tested.

Hypothesis 1: In terms of promotion, the stronger the glass-ceiling effect is perceived to be, the greater is the likelihood that an employee tends to exit his/her employment and create his/her own business.

Hypothesis 2: The lower a worker's wage is, the greater is the likelihood that s/he will create his/her own business.

The frequent job mobility demonstrates that Taiwan's employment relationship is not as stable as that in many developed countries. The fear of being unemployed is a factor that may loom large in some workers' minds, in particular, when the economy is in a downturn. Thus, the hypothesis that was tested is as follows:

Hypothesis 3: The higher is the risk of a worker being laid off, the higher is his/her motivation to create his/her own business.

For the most part, large companies provide their employees with higher wages and better fringe benefits (Kalleberg and Van Buren 1996). Apart from this, they usually offer better on-the-job training and specialized training, policies which are not generally practiced in small companies. Therefore, we argue that the size of a firm affects the willingness of workers to leave their jobs.

Hypothesis 4: Large companies often provide higher wage and more favorable fringe benefits. Therefore, the larger a firm is, the less likely it is that a worker will create his/her own business.

As discussed above, to become a leader of a business, a person must have the opportunity to access to the environment and learning the necessary skills of the

trade. Naturally, previous work experience provides necessary knowledge and expertise for any new business venture. It is therefore expected that management experience should increase the likelihood of a person choosing to become a boss. Hence, we propose the following hypothesis.

Hypothesis 5: The more management experience a worker has, the higher is the chance that he/she will establish his/her own shop/business.

A worker who has accumulated seniority would tend to harvest greater fringe benefits from his/her employer. Thus, in contrast to the junior worker, a senior worker has less motivation to quit his/her job to start up his/her own business. Therefore, we expect to have the following relationship.

Hypothesis 6: The longer a worker has been employed in a firm, the less likely it is that he/she will establish his/her own shop/business.

IV. DATA AND MEASURES

The data in this study are based on the *Third Taiwan Social Change Survey* (TSCS) in 1997, conducted by the Institute of Sociology, Academia Sinica, Taipei, Taiwan. The TSCS survey was a national survey which, by design, utilized a two-level stratified sampling method to select the samples. The respondents were aged 21 to 64 as of July 1997 (Chiu 1998).

Dependent variables

To identify the influential factors which are critical in the making of an entrepreneur, this study estimated two dependent variables: 1. whether an individual has the motivation to create his/her own shop; 2. whether the individual's current

position is classified as self-employed or an employer.

Independent variables

The independent variables are classified into four major categories: (a) personal characteristics; (b) professionalization; (c) career prospects; and (d) work experience. These variables allowed us to test many hypotheses we proposed above.

(a) Personal characteristics

Gender was measured as a dichotomous variable coded 1 if the subject was male and 0 if female; *education* was measured by the number of years of schooling. *Age* was measured by the respondent's age. *Father's class when respondent was 15 years old* was coded as 1 if the respondent's father's class fell into the category of self-employed or employer and 0 if not. *Father's current class* was assessed on the same scheme. *Career Plan* was measured by the subject's answer to a question about his/her future plan: Does your current job lead to better job opportunities in the future? We then used a dummy variable to determine whether the respondent has a future plan or not.

(b) Professionalization

We used three indicators to measure the professional requirements for each respondent's job. *Technical barrier* was scored as 1 if the respondent felt it would be difficult to get accustomed to a similar job in the same industry and 0 if not. *Technical experience* was assessed by how long the respondent took to learn his/her trade skills. *Degree of professionalization* was indirectly measured on the basis of the level of education a worker needed to make him/her suited for his/her current position.

(c) *Career prospects*

Risk of unemployment was measured by two indicators: one was the risk of being unemployed for reasons other than a deflated economy; the other was the risk of there being an economic deflation which might result in the respondent being laid off. *Opportunity of promotion* measured the opportunity for career mobility using the respondent's subjective assessment of his/her current career prospects.

(d) *Work experience*

Current industry was grouped into three major categories: manufacturing, business/commerce, and service. A dummy variable was created to measure the different effects among them. We measured *occupational experience* based on the respondent's tenure in his/her occupation including his/her previous experience in similar occupations. *Firm tenure* was measured by the respondent's tenure in his/her current employment. Each respondent was asked to indicate his/her previous management experience: including his/her experience his/her first job (FFP) and current job. *Income* was measured by the monthly wage. *Firm size* was measured by the number of employees in the respondent's firm. *Class of first job* was measured by the class category of the respondent's first job. *Class of current job* was measured by the class category of the respondent's current job.

V. ANALYSES AND RESULTS

This paper employed logistic regression analysis to analyze the data. This method estimates the effects of independent variables on the odds of the dependent variables. This paper used six models to test the series of hypotheses. Tables 1 and 2

present the analytical results of the first two models.

Entrepreneurial Aspirations

Table 1 presents the estimates for the logistic regression models of the entrepreneurial motives. In the first model, as might be expected, males tend to have a higher motivation to become their own boss than do females. This is not surprising since in everyday life, it is commonly observed that more men than women are involved in talking about or preparing to set up their own business. The results also clearly indicate that a person with a steady career plan has a higher motivation to become his/her own boss.

In terms of age, younger cohorts demonstrate higher motivation to become a self-employed or employers. Compared with workers in small shops, those in large-sized firms appear to be relatively less inclined towards entrepreneurship. Those who believe that they have a higher risk of being unemployed tend to be more ambitious as far as creating their own business goes. In the Model 2, we added the variable *class of occupation* to replace the *size of firm* and the results are quite similar to those of Model 1, except that employees in private sector as opposed to the public sector exhibit higher aspirations to become their own boss.

The basic findings from these two models are mainly consistent with those in previous field research studies. Similar too is that the effects of professionalization and education are not significant. These results are mainly consistent with the earlier proposed hypothesis in other research of the network production systems since workers in a given system commonly learn from their work in the trade. Formal education, therefore, does not play an important role in molding a person's desire for entrepreneurship. Simply put, albeit often considered critical skills in many trades,

neither professional knowledge nor educational credentials seem to be necessary requirements for people to become their own boss.

Regarding the recession-push effect from unemployment, in the models, workers who think their risk of unemployment is high tend to have a higher desire to become a boss. To some extent, this result supports the recession-push hypothesis, which depicts that economic stagnation exerts a push effect that forces some workers to become self-employed. Previous field research has pointed out a popular practice whereby employers tend to lay off senior workers to avoid high labor insurance and pension costs. If it is true, then the risk of being laid off is expected to increase with seniority for some workers. However, it is not supported by the data.

Hypothesis 1 that fewer opportunities for promotion lead workers to quit their jobs and become self-employed is not supported by the present data, either. That is, the subjective glass-ceiling effect evidently does not encourage workers to leave their jobs and to create their own shop. In general, the recession push effect hypothesis that has been proposed in economics research must be rejected based on our analyses.

The variable of firm size clearly shows that, in Taiwan, small-sized companies offer a favorable environment for workers to go off and create their own shop. This is quite consistent with observations from many field studies that workers often set up their own shop after working a few years in a small firm. The finding also supports our Hypothesis 4. The reasons could be that small companies tend to provide less than satisfactory wage which forces workers to exit their current jobs and create their own shops in search of higher wages. In addition, work experience in small shops may also serve as a good environment for many workers to learn the

necessary skills or make sufficient personal contacts to become self-employed or shop owners. In contrast, workers in large companies may not have enough financial capital to set up a company like the ones in which they are employed. Alternatively, they may not learn enough about the full operations of the company to risk going it on their own.

The analysis here provides no evidence for the notion that management experience is necessary factor for becoming a boss, thus there is no pull effect. In Taiwan's labor market, having the management skills is seemly not a necessary precondition for someone to become a boss. The reason for this could be that to become self-employed or a small shop owner does not require previous sophisticated management skills.

The two models in Table 1 demonstrate that junior male workers with a positive attitude toward their career prospects and workers who are employed in small firms with a high risk of being laid off have strong aspirations to establish their own shops or business.

Status Attainment Model of the Bosses

Models 3 and 4 in Table 2 analyze the characteristics that are related to the making of becoming a self-employed worker. Many variables, such as gender, age, technical experience, professionalization, current industry, management experience, size of organization and first-job class, are the significant factors that affect workers, giving them the drive to become their own boss.

Table 1 Logistic Regression Analysis of Entrepreneurial Motives

	(1) To be a boss	(2) To be a boss
1. Male	.77 ^{**}	.85 ^{***}
2. Income (logged)	1.12	.57
3. Age		
31-41	-.98 ^{***}	-.92 ^{***}
42-52	-1.15 ^{**}	-1.02 ^{**}
53-65	-6.58	-6.40
4. Education	-.03	-.01
5. Current Industry		
Manufacturing	-.23	-.55 [*]
Business	.02	-.09
6. Occupational Experience (logged)	.27	.56
7. Firm Seniority (logged)	-.43	-.47
8. Management Experience 1 (FFP)		
Low	-.36	-.26
Middle	-.01	-.22
High	.04	6.63
9. Management Experience 2 (Current Position)		
Low	.57	.31
Middle	-.32	-.61
High	-5.94	-6.16
10. Technical Barrier (within Industry)	-.04	-.15
11. Technical Barrier (Between-Industry)	.19	.04
12. Risk of Unemployment 1	.92 ^{**}	.83 ^{**}
13. Risk of Unemployment 2	-.12	-.21
14. Opportunity for Promotion	.23	.11
15. Career Plan (entrepreneurship)	.45 [*]	.54 ^{**}
16. Father's Current Class		
Self-Employed/Employer	-.14	-.001
17. Size of Firm		
10-29	-.78 [*]	
30-49	-.68	
50-99	-.48	
100+	-.73 [*]	
18. Class of Current Position		
Employee in the Private Sector		.88 ^{**}
Employer's Relatives		.54
-2LL	558.59	654.78
Chi-Square	85.51	97.54
Pseudo R2	.11	.12
Constant	-2.16	-2.54
N	530	620

Note: *P<.05 **P<.01 ***P<.001

For those who are self-employed, gender plays a strong role in the process of attaining the status of a boss. Males are more than twice as likely as females to become self-employed. Besides this, the business industry provides a favorable environment for new bosses, whereas the manufacturing industry is not a good place for start-ups. As for age, there seems to be one specific cohort, namely those aged 31-41 who are most inclined to be self-employed. This cohort has had plenty of work experience but has not accumulated much seniority, which would not suffer a great loss when quitting their jobs. One general explanation might be that this thirty-something group of energetic workers has been able to gain experience from their work, have saved enough start-up capital for investment, and has accumulated more social capital for forging business networks than their younger as well as older counterparts.

Contrary to earlier reports, capital transfer is not the main channel for the making of bosses. Previous work (Robinson and Kelly 1979, Robinson 1984) has noted that the capitalist class tends to transfer their capital to the next generation thereby providing their offspring with the resources to continue their enterprise. However, our data do not support this hypothesis. In Taiwan, the high number of bosses does not come from intergenerational inheritance. On the contrary, most of the bosses establish their own business on their own. The differentiation of subcontracting production system provides various avenues for setting up new businesses. Flux with regard to opportunities in a developing country, like Taiwan, attracts more entrepreneurs.

Table 2 Logistic Regression Analysis of Status Attainment of the Boss

	(3)Self-Employed	(4)Self-Employed	(5)Employer	(6)Employer
1. Male	1.10***	1.20***	.71	.43
2. Education	-.04	-.02	.16	.07
3. Industry				
Manufacturing	-.85***	-1.10***	.92	.97*
Business	1.12***	.88***	.70	.56
4. Age				
31-41	.79**	.74**	-.02	-.40
42-52	.45	.50	-.67	-.94
53-65	.73	.99*	-.65	-1.29
5. Firm First Position				
Junior Managers	1.63***	1.67***	4.21***	3.85***
Managers	1.91***	2.25***	11.34	4.97***
Senior Managers	4.25***	4.02***	2.80***	2.92***
6. Occupational Experience (log)	.27	.41	.84	.78
7. Experience (in years)				
1-6	1.02***	.91***	.85	.93*
7-11	1.53**	1.09*	1.47	.66
12-16	.94	1.73	7.72	.33
17-44	.02	.08	-6.75	-7.16
8. Degree of Professionalization				
Low	-.95***	-.97***	.09	.25
Middle	-1.78***	-1.87***	.79	1.06
High	-2.12*	-1.72	10.76	8.46
9. Father's Previous Occupation				
Employed/Self-Employed	.30	.23	-.44	-.19
10. Size of Organization				
10-29	-.18		-.77	
30-49	-.22		-.41	
50-99	-.41		-.92	
100+	-.96***		-1.06	
11. Class of First Occupation				
Self-Employed		3.41***		-.82
Employers		2.55**		2.33
Employee in the Private Sector		1.47***		.11
Employer's Relatives		1.40***		-.52
-2LL	807.03	951.44	167.22	214.49
Chi-Square	358.26	453.87	184.61	223.18
Pseudo R2	.31	.32	.48	.49
Constant	-2.10***	-4.00***	-5.17***	-4.44**
N	1048	1212	256	323

Note: *P<.05 **P<.01 ***P<.001

In contrary to the above models, in which management experience does not increase the motivation for a worker to become self-employed or an employer. However, we found that the management experience had been a significant factor in the characteristics of those who are self-employed. In addition, the first occupational experience shows a strong effect on the likelihood of becoming a boss. The result points to the importance of first-hand experience in the learning of the required trade knowledge before establishing an entrepreneurship.

The “Black-Hands Becoming Their Own Bosses” trend has meant that self-employed workers and employers often emerge from secondary labor markets, where education does not exert a strong influence in the determination of wage. The low human capital offers fewer alternative opportunities for upward mobility for workers in the labor market. It is often argued that workers in the low-skilled occupations tend to have higher motivations to start up their own business in an attempt to increase their chances for upward mobility. We used skill barriers as an indicator to measure the skills required for different occupations. To measure skill barriers, we uses two indicator “technical experience” and “degree of professionalization” to estimate the requirement of professionalization for a job. The analysis shows that professional knowledge tends to reduce the likelihood of a worker becoming a boss. This demonstrates that in Taiwan professionals have greater opportunities to find better jobs than potential self-employed workers.

In Models 5 and 6, we attempted to sort out the characteristics of a worker that increase or reduce the likelihood of his/her becoming an employer. The basic findings are similar to the previous two models (Models 3 and 4), which analyze the characteristics of current self-employed workers. In contrast to self-employed

workers, among employers the gender difference is not significant among employers when other related factors are controlled. In addition, professionalization is no longer detrimental in the transition to becoming an employer. Although the variable is not statistically significant, this result may indicate that professionalization does not hold a worker back from becoming an employer. In contrary to the previous two models analyzing self-employed workers, the first occupational experience does not show a significant effect on the likelihood of becoming a boss. This difference might have shown the randomness of becoming an employer, a venture which is much more difficult to predict than do the start-up of self-employment.

VI. DISCUSSION AND CONCLUSIONS

Taiwan has long been called the 'island of bosses' on account of the high number of small shopkeepers and owners of small-scale factories. Many authors claim that the high esteem people hold for a boss provides an ideal environment for nurturing many Taiwanese to become their own boss. One popular argument that has been drawn from field interviews underscores the delicate relationships in the Taiwan-specific industrial structure, and the multiple linkages in the processes of production (e.g., the complicated subcontracting system), and reports that these provide many opportunities for a worker to set up his/her own shop. For the most part, however, this macro explanation fails to predict why some people decide to become their own boss, while many choose not to. Previous studies largely focused on the structural factors that contribute to the flourishing of small firms. In these studies, the empirical data not only have been limited but also have generally only been based field interviews with a few bosses of manufacturing firms. Here,

therefore, a micro approach is employed to identify which factors motivate an individual to become a boss in Taiwan.

This study employed detailed measurements of work experience and professionalization in addition to personal characteristics to explain why some workers choose to become self-employed workers or employers. The entrepreneurial profiles of individuals who are already bosses are identified. According to our analysis, male workers have a higher motivation to become a boss than do female workers. Male workers also have better opportunities to establish their own shop. New bosses are typically in their thirties. Skill requirements do not pose as a barrier when an individual forms an entrepreneurship. The results can be interpreted as meaning that in terms of skill requirement for the industry in Taiwan is still favorable to newcomers.

In the analysis, many characteristics which are related to entrepreneurship were included. In our comparisons, we also analyzed those who showed strong motivation to become a boss and offered explanation as to why those persons wanted to be candidates. To test a series of hypotheses, six logistic regression models were used to analyze current as well as potential bosses (those who are the candidates) by their gender, education, work experiences, managerial status, previous organizational characteristics, career prospects, skill level, current economic status, and their motivation. The analytical results strongly confirm that certain career-related factors and work experience, in addition to some personal attributes, contribute to a person's decision to become a self-employed boss or an employer.

Finally, this paper provides much greater information about the making of the numerous bosses in Taiwan than do earlier studies based on field observations. We

would like to point out the importance of a worker's experience in the labor market to their future entrepreneurial activity. Given that entrepreneurship emerges from a very complicated process, our analysis is restricted by the limited number of variables. Although our findings do provide tentative results for the process, to further explore this issue, a better data set is required.

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