

4-3-2014

## From Micro to Macro: Examinations of Individual Level Work–Family Conflict and Organizational Level Entrepreneurial Orientation

Kristin B. Backhaus  
*State University of New York at New Paltz*

Follow this and additional works at: <https://scholarship.shu.edu/omj>



Part of the [Organizational Behavior and Theory Commons](#), and the [Organizational Communication Commons](#)

---

### Recommended Citation

Backhaus, Kristin B. (2014) "From Micro to Macro: Examinations of Individual Level Work–Family Conflict and Organizational Level Entrepreneurial Orientation," *Organization Management Journal*: Vol. 11: Iss. 2, Article 2.

Available at: <https://scholarship.shu.edu/omj/vol11/iss2/2>

## CURRENT EMPIRICAL RESEARCH

# From Micro to Macro: Examinations of Individual Level Work–Family Conflict and Organizational Level Entrepreneurial Orientation

**Kristin B. Backhaus<sup>1</sup>**

*Co-Editor*

<sup>1</sup>*School of Business, State University of New York at New Paltz, New Paltz, New York, USA*

This issue contains three articles in the Current Empirical Research section. Two of these examine aspects of work/family conflict, drawing our attention to underlying factors that contribute to this all too common problem. In the first, “Older-Worker-Friendly Policies and Affective Organizational Commitment,” Crowne, Cochran and Carpenter investigate work/family conflict as it relates to older workers. With the “graying” of the workforce, there is an increased need to understand the factors that impact older workers, their job satisfaction and their commitment to their jobs. Crowne and colleagues focus on the impact of older-worker-friendly policies, including phased retirement, workplace accommodations, and retirement health insurance, on job satisfaction, work/family conflict, and organizational commitment. The authors hypothesize that the availability of older-worker-friendly benefits reduces strain-based work/family conflict thereby increasing job satisfaction and commitment to the organization. They found that indeed, the greater the level of older-worker-friendly policies, the lower the strain-based work/family conflict. Further, older-worker-friendly policies were related to higher levels of job satisfaction and affective organizational commitment. The authors discuss the implications of their findings for organizations that seek to retain valuable seasoned employees.

The second article, “Linking Interactional Justice to Work-to-Family Conflict: The Mediating Role of Emotional Exhaustion” by Ivy A. Kyei-Poku looks at the ways in which perceptions of interactional justice affect work-to-family conflict. Drawing on the conservation of resources theory, Kyei-Poku proposes that perceptions of unfairness in interactions with supervisors cause employees to experience emotional exhaustion. In turn, according to Kyei-Poku, emotional

exhaustion has an impact on home life, causing work-to-family conflict. The results of Kyei-Poku’s study supported her hypotheses. She found that perceptions of interactional justice are negatively related to work-to-family conflict, and further, that emotional exhaustion mediated the relationship between interactional justice and work-to-family conflict. Kyei-Poku’s findings reinforce previous research on the connection between justice and work-to-family conflict. The findings are also important in identifying emotional exhaustion as the psychological mechanism connecting justice and work-to-family conflict.

The third article covers a very different topic, entrepreneurial orientation, and situates the study in the complex and fast moving pharmaceutical industry. In their article, “An Examination of Entrepreneurial Orientation in Dedicated Biotechnology Firms: Context Matters,” Dorothy Mary Kirkman and dt ogilvie explore the entrepreneurial orientation of a specific type of pharmaceutical firm, the dedicated biotechnology firm (DBF). DBFs focus on cutting edge scientific research, seeking opportunities for commercialization of new therapies. Kirkman and ogilvie look at the contextual conditions within which DBFs exhibit an entrepreneurial orientation (EO). The authors examine EO as a multidimensional construct with three dimensions—proactiveness, innovation, and risk-taking—as well as a gestalt, unidimensional construct. They assess EO across three contexts: organizational structure, location, and age. Kirkman and ogilvie found that public DBFs had higher overall EO scores, and that new firms are higher in risk-taking than older firms. Further, they found that DBFs operating in clusters are more innovative than those that are more remotely located. Kirkman and ogilvie’s article is important in broadening our understanding of EO to firms outside those typically investigated. It also expands our understanding of the relationship between contextual factors and entrepreneurial orientation.

---

Address correspondence to Kristin B. Backhaus, SUNY New Paltz, 1 Hawk Drive, New Paltz, NY 12561, USA. E-mail: [backhaus@newpaltz.edu](mailto:backhaus@newpaltz.edu)