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(JEPM) **The Rise of the 'Corporatepreneur': Success Factors in the
Transition from Employee to Business Owner**



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The Rise of the 'Corporatepreneur': Success Factors in the Transition from Employee to Business Owner

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Abstract

Purpose: This study explores the key factors influencing the transition from a corporate employee to a business owner in the Philippine context.

Methodology: Using survey data from 445 respondents and applying Principal Component Analysis and Logistic Regression, the research identifies four main success drivers: Business Performance & Brand Success, Entrepreneurial Challenges & Skill Development, Financial & Personal Motivation, and Work-Life Integration & Personal Fulfillment.

Findings: Among these, only Work-Life Integration & Personal Fulfillment significantly predicted the transition, highlighting the growing importance of autonomy, balance, and personal satisfaction over traditional financial or career incentives. The study, grounded in Human Capital Theory and the Backward-Bending Supply Curve, reveals that modern professionals prioritize fulfillment and flexibility.

Unique Contribution to Theory, Practice and Policy: The findings suggest that companies should foster supportive, flexible work cultures to retain talent, while policymakers should enhance entrepreneurial education, streamline regulations, and offer financial and mentorship support. This research contributes to understanding the evolving nature of career shifts and the rise of the “corporatepreneur” in today’s dynamic workforce.

Keywords: *Corporatepreneurship, Employee Transition, Work-Life Integration, Entrepreneurial Motivation, Human Capital Theory*

Introduction

1.1 Background of the Study

Nowadays, many traditional businesses are being challenged by rapidly developing fresh start-ups. Corporations should have a solid retention strategy to keep highly skilled employees. In today's competitive market, there are more chances for exceptional people, a more comprehensive range of professional development and advancement possibilities, and employees are likely to switch or launch their enterprises. Multinational corporations (MNCs) face the challenge of promising employees migrating to startups. MNCs invest significant effort, time, and money in employee retention since losing a great individual is costly in terms of lost knowledge, coordination, rapport, and cost. Employees are flocking from established organizations to startups, owing primarily to the value proposition of salary package, roles and responsibilities, and potential career path (Sairam, 2016). MNCs hire people with the purpose of keeping them for a more extended period and utilizing their skills to aid the firm and business to flourish. Companies provide several possibilities for employees to improve their skills through training and skill development programs. Such training activities to raise employee standards will incur significant costs for the firm. If an employee stays with the company for an extended period, the company will be able to return its investment in training in the form of profits. If an employee leaves for another company in the short term, this investment will be wasted. The millennial generation is currently calling for a sufficient work-life balance. They support a lifestyle like that of Silicon Valley, where individuals work flexible hours, wear flip-flops to work, have lax schedules, and have generous paid time off policies. Some companies don't even have any kind of set work schedule. The concept of work-life balance is becoming increasingly popular. Almost everyone adjusts to these more flexible working arrangements as top organizations compete for talent. (Armstrong, 2019) This transition marks a significant paradigm shift in the career trajectories of professionals as they navigate the complexities of corporate structures toward entrepreneurial endeavors.

The global job market is experiencing a shift with the rise of remote and hybrid work models. This trend allows for more diverse work opportunities across geographical boundaries. Studies have explored employee perceptions to understand what defines a desirable workplace in this evolving landscape. For instance, the World Economic Forum's "The Future of Jobs Report, 2023" highlights the connection between job availability and income levels across countries. Responses were codified into a scoring system, and the 700 companies with the highest scores earned a place on the final list, which ultimately spanned 43 countries.

Additionally, Forbes' annual "World's Best Employers" list, compiled through surveying over 170,000 employees, identifies companies excelling in work-life balance, remote work options, and employee pride in their work. These efforts to assess desirable workplaces provide valuable insights. However, further research is needed to explore the factors influencing employee

perceptions and how these factors might vary across different industries and regions. The landscape of the world's best companies is undergoing a significant shift. Despite recent layoffs, major technology companies like Microsoft, Apple, Alphabet (Google), and Meta (Facebook) continue to rank highly in terms of investor returns, employee satisfaction, and environmental, social, and corporate governance (ESG) practices according to a recent Statista and TIME ranking of 750 global companies. This ranking utilizes a formula for revenue growth, employee satisfaction surveys, and rigorous ESG data. This dominance by tech companies can be attributed partly to their lower carbon footprint than traditional industries with significant physical operations. However, their success also stems from high employee satisfaction (reflected in the top employee rankings for these companies) and strong financial performance over the past three years, even while implementing social governance initiatives like emissions reduction and increased board diversity. For instance, Microsoft, the top-ranked company, exemplifies this trend with a 63% increase in revenue and a 0.5% reduction in emissions within the last fiscal year. The concept of a desirable workplace is evolving. While traditional rankings often focus on financial performance or brand reputation, recent trends highlight the growing importance of employee-centric factors. Studies like LinkedIn's annual "Best Workplaces" lists prioritize companies that invest heavily in employee development opportunities and career growth. This focus on employee well-being resonates with current labor market concerns, where job security and skill development are key priorities for many workers. LinkedIn's rankings consider factors beyond industry, encompassing companies from banking and healthcare to technology and energy. Their methodology emphasizes eight key pillars: advancement opportunities, skill development programs, company stability, external career opportunities post-employment, employee brand loyalty, gender diversity within the workforce, educational background of employees, and the overall employee presence within a specific country. This shift in focus toward employee development and well-being aligns with the trend of "corporatepreneurship," where employees seek to leverage their skills and experience to pursue entrepreneurial ventures.

Under Chapter 1, Article 83 of the Philippine Labor Code, any employee's regular work hours in the Philippines shall not exceed eight hours daily. For many employees, the constraints of a fixed schedule often stifle creativity, limit flexibility, and impede personal fulfillment. The relentless cycle of commuting, clocking in and out, and adhering to corporate protocols can foster a sense of disillusionment, prompting individuals to seek alternatives that afford greater autonomy and control over their professional lives. As a result, some workers choose to work overseas to live in better conditions and earn higher wages or to become entrepreneurs to have more time management. Furthermore, Filipinos have a desire for entrepreneurship and flexible work arrangements. According to an article by the Philippine Daily Inquirer (2024), more than half of Filipinos prefer to start their own business due to flexible work arrangements also becoming increasingly important, with many Filipinos preferring them over a traditional work schedule. This desire for flexibility is driven by a yearning for autonomy and work-life balance. In addition,

approximately 2.2 million Filipinos employed in medium and large enterprises benefit from adequate occupational safety and health (OSH) protection, as noted in a report on safety and health at work in the Philippines (2024). However, a glaring disparity persists for most of the workforce, particularly those in micro-firms and the informal sector, where 17 out of 18 individuals lack such protections. This exposes many Filipino workers to potential hazards and risks due to inadequate safety measures and regulations. Recognizing this imbalance, the International Labour Organization (ILO) has been actively bridging this gap by fostering a safety culture and extending essential OSH services to vulnerable groups, including farmers, informal workers, and trade unions. The ILO's initiatives encompass raising awareness about OSH's significance, advocating for enhanced regulations and enforcement, and providing vital training and resources to ensure safer working conditions for all.

Furthermore, in contemporary business landscapes, entrepreneurship has evolved beyond traditional boundaries. A notable trend is the rise of the 'Corporatepreneur' – individuals transitioning from employees within established corporations to successful business owners. More specifically, they bring an entrepreneur's enthusiasm and innovative thinking but apply it within the framework of an established corporation. Essentially, this research aims to understand the trend of employees transitioning into entrepreneurs, referred to here as "corporatepreneurs." It will explore why employees choose to leave their corporate jobs and venture into the world of business ownership. It will explore the motivations and aspirations driving this shift and the essential skills and knowledge required for a successful leap from corporate life to business ownership. By examining the challenges faced by these corporatepreneurs, the study will offer valuable insights into how to navigate this period effectively. Moreover, the study will examine how organizations can foster a culture that encourages and supports employees who have entrepreneurial aspirations.

1.2 Statement of the Problem

Corporations retain skilled employees by offering career growth, stability, and work-life balance. However, an increasing number of employees are leaving their corporate roles to pursue entrepreneurship, driven by desires for autonomy, flexibility, and personal fulfillment. This shift poses challenges for both parties: organizations lose trained talent, while employees often face risks and unpreparedness in starting a business.

In the Philippines, over 78% of Filipinos express interest in entrepreneurship (Monzon, 2023), yet many struggle with the transition due to limited access to training, funding, and support systems. Although previous studies, such as Xavier et al. (2018), have explored entrepreneurial motivations in other countries, there remains a lack of focused research on the corporate-to-entrepreneur transition in the Philippine context.

This study addresses that gap by identifying the key success factors influencing the transition from employee to business owner. Understanding these can help aspiring entrepreneurs and organizations respond more effectively to this growing trend.

1.3 Significance of the Study

This study is valuable for aspiring corporatepreneurs and the organizations they may leave behind. It explores the motivations and goals that drive employees to pursue entrepreneurship, helping individuals assess whether their reasons align with long-term success. The research offers a roadmap for a smoother career transition by identifying essential skills and knowledge. Understanding the unique challenges corporatepreneurs face equips them with strategies to overcome obstacles. The study also reveals the factors influencing employees to exit the corporate world, providing insights for companies to enhance employee engagement and retention. Additionally, it highlights how organizations can identify and support talent with entrepreneurial potential. Ultimately, this research bridges the gap between corporate careers and entrepreneurship, fostering more informed transitions for individuals and organizations.

1.4 Research Objectives

This research aims to address this gap in knowledge by focusing on the following:

1. What are the factors that propel corporate employees toward entrepreneurship?
2. Identifying the critical skills and knowledge gained within a corporate setting that can be leveraged for success as a business owner.
3. Analyzing the unique challenges faced by corporatepreneurs during the transition process.
4. Examining the role of organizations in fostering a corporate culture that supports and encourages entrepreneurial ventures by their employees.

This set of objectives provides a focused framework for the research. By achieving these, we can gain valuable insights into the corporate-to-entrepreneur transition, empowering individuals and organizations to navigate this trend.

1.5 Theoretical Framework

Human Capital Theory (HCT)

HCT emphasizes the role of knowledge, skills, and experience (human capital) in determining an individual's productivity and earning potential (Becker, 1964). In the context of corporatepreneurship, HCT suggests that the knowledge and skills acquired during an employee's career can be valuable assets for starting and running a successful business.

The Backward-Bending Supply Curve

The backward-bending supply curve suggests that as wages increase beyond a certain point, individuals may choose to work less, prioritizing leisure over additional income (Borjas, 2016). We can adapt this concept to understand the decision to become a corporatepreneur—

someone who opts out of traditional employment in favor of small-scale or localized entrepreneurial pursuits.

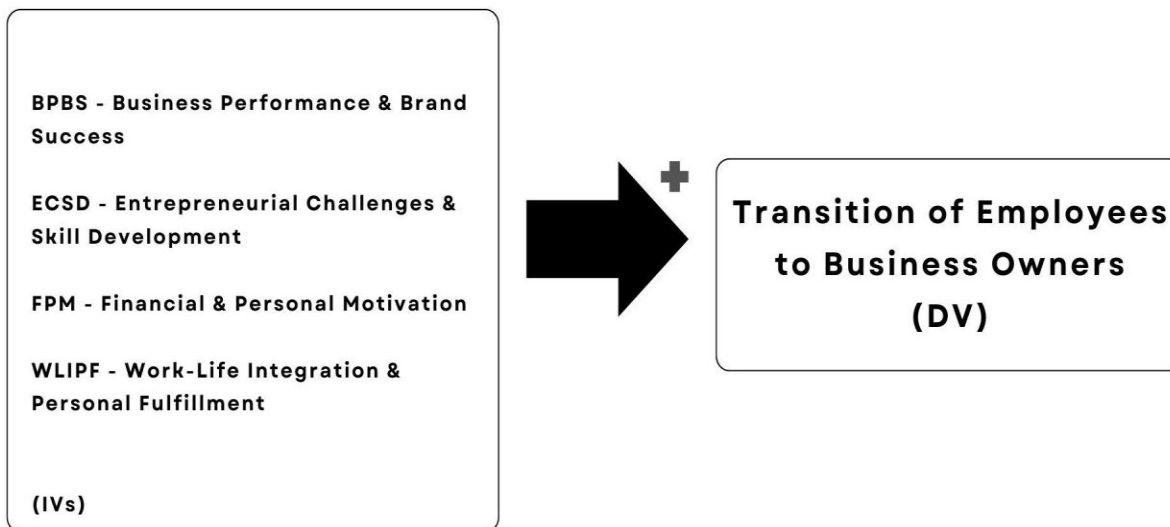
The substitution effect states that a higher wage makes work more attractive than leisure. Therefore, labor supply increases in response to higher wages because work offers greater financial returns (Mankiw, 2020). On the other hand, the income effect states that a higher wage allows workers to reach a target income by working fewer hours. Thus, as wages rise, some individuals may work less and enjoy more leisure (Borjas, 2016).

HCT and the Backward-Bending Curve:

A strong human capital base can give individuals the confidence to venture into business ownership, believing they have the skills necessary to succeed. The knowledge and experience gained as an employee can be a form of entrepreneurial human capital, providing the foundation for identifying opportunities, managing risk, and building a new venture.

This framework integrates HCT and the backward-bending supply curve to understand the motivations behind corporatepreneurship. A longer tenure as an employee (DV) allows for success (IV) as a corporatepreneur. However, beyond financial security, the accumulated human capital might also act as a catalyst for dissatisfaction with the employee role, pushing individuals towards business ownership due to a desire for autonomy and leveraging their human capital differently.

1.6 Conceptual framework



The conceptual framework illustrates how four key factors influence the transition of employees to business owners. Business Performance & Brand Success (BPBS) reflects financial performance, customer satisfaction, and brand recognition. Entrepreneurial Challenges & Skill

Development (ECSD) captures essential skills and challenges like marketing, risk management, and legal issues. Financial & Personal Motivation (FPM) includes financial opportunities, passion, and personal growth. Work-Life Integration & Personal Fulfillment (WLIPF) emphasizes work-life balance, personal satisfaction, and support systems. Together, these factors enhance the likelihood of a successful transition, highlighting the interplay between business success, entrepreneurial competencies, motivation, and personal well-being.

Review of Related Literature

2.1 Corporate Jobs and Entrepreneurship

Corporate jobs offer stability, structure, and defined career paths within established organizations, attracting those who value security and predictability (Ogbor, 2024). These roles typically follow rigid schedules and hierarchies designed to meet business goals. In contrast, entrepreneurship emphasizes innovation, autonomy, and growth potential, though definitions of an entrepreneur remain broad and debated (Bell, 2013; Varma, 2018). Entrepreneurs contribute significantly to economic development, and interest in this path is growing (Ng Kim-Soon et al., 2018). Despite the popular image of entrepreneurs as naturally gifted, research shows entrepreneurial skills can be learned. Successful entrepreneurs are opportunity-driven, resilient, and focused, often showing intense commitment to their goals. They understand the components of success and are willing to take risks and endure personal sacrifices to achieve them.

2.2 Challenges in Corporate Jobs

Corporate employees often face long hours, limited autonomy, job dissatisfaction, and stress-inducing environments (Kapur, 2018; Giga et al., 2024). Burnout, lack of growth opportunities, and misaligning company values contribute to disengagement and high turnover (Elijah, 2022; Kuvaas et al., 2016). Work overload and poor work-life balance negatively impact health and performance (Chan, 2023). Communication breakdowns, whether due to unclear instructions or organizational silos, create confusion and inefficiency (Spinoza, 2024). Toxic work environments—marked by bullying, favoritism, and poor leadership—undermine collaboration and well-being (Lutgen & Sandvik, 2018; Lepine et al., 2017). These conditions foster distrust, reduce motivation, and cause health issues such as anxiety or depression. Proactively addressing these issues is essential to prevent long-term harm to employees and organizational performance.

2.3 Benefits of Corporate Jobs

Despite challenges, corporate jobs offer financial security, structured growth, and comprehensive benefits packages, including health insurance, retirement plans, and paid leave (Li, 2023; Khan & Aleem, 2014). According to Vroom's expectancy theory, benefits are essential motivators beyond salaries. Financial incentives and job stability attract top talent and support long-term retention (Alzoubi & Khafayj, 2015). Work-life balance programs and flexible arrangements, especially post-pandemic, have become crucial for employee engagement and well-

being (Abubakar et al., 2022; Bello et al., 2024). Corporate Social Responsibility (CSR) also positively impacts employee morale and health (Rupp et al., 2018). Additionally, many companies offer structured career development and training programs that promote professional growth and satisfaction (Matsuo, 2019). These benefits collectively make corporate jobs appealing despite their constraints.

2.4 Challenges for Entrepreneurial Start-up Businesses

Entrepreneurs face numerous obstacles, including limited financial resources, especially among racial and gender minorities due to systemic inequalities (Jackson & Sanyal, 2019; Hall, 2023). Market unpredictability, lack of business knowledge, and inadequate use of digital tools can further hinder growth (Wirawan et al., 2017; Rosmadi et al., 2023). Many small and medium enterprises (SMEs) struggle with poor management skills, covering finance, marketing, and strategic planning (Du Plessis et al., n.d.). New entrepreneurs often lack experience and face intense competition (Fong et al., 2020). Confidence issues, particularly among women, and fear of failure can also limit business pursuits (Alawamleh et al., 2023). Financial illiteracy remains a critical barrier, emphasizing the need for training, mentorship, and funding support (Chimucheka & Rungani, 2011). Despite these challenges, resilience is key to overcoming setbacks and achieving long-term success (Bradley, 2023; Mathur & Agarwal, 2023).

2.5 Benefits of Being an Entrepreneur

Entrepreneurship offers freedom, autonomy, and the chance to shape one's own path (Kerr, 2016; McAuley, 2013). Entrepreneurs can align work with their passions, set flexible schedules, and create their desired company culture. Financially, success brings wealth potential beyond fixed salaries, directly tied to business performance. Beyond personal gain, entrepreneurs can drive social change by offering innovative solutions and creating jobs (Patel et al., 2014). This sense of purpose and ownership in building something from scratch fosters pride and fulfillment (JSTOR, 2019). For many, the work becomes a source of creativity and meaning, rather than constraint (Wiklund et al., 2019). Startups typically fill market gaps with innovative products or services, often prioritizing growth over profit in the early stages. While they face financial risks and funding needs (Jimenez, 2022), the flexible nature of entrepreneurship allows some—such as stay-at-home parents—to integrate work with personal commitments (Williams, 2023). Entrepreneurial work also contributes to life satisfaction through its meaningful and engaging nature (Shir et al., 2019).

2.6 Situation of Corporations and Entrepreneurs in the Philippines

The Philippine corporate sector remains highly competitive, with companies recruiting skilled professionals to boost productivity (Thang et al., 2019). This drives individuals to pursue degrees that enhance job prospects and career growth (Macalalad et al., 2016). Despite disruptions caused by COVID-19, recent labor surveys show an improving job market, particularly in sectors like construction (Lo, 2024). The Department of Finance supports these gains by fostering investment,

strengthening public-private partnerships, and implementing economic programs to boost employment. However, the pandemic caused a steep decline in business activity. From February to April 2020, the number of active business owners dropped significantly—from 15 million to 11.7 million—due to lockdowns and economic shifts (Fairlie, 2020). Small businesses, already struggling with funding, were hit hardest. Firms that survived did so by combining market strategies with entrepreneurial resourcefulness (Engidaw, 2022). Meanwhile, job losses drove many Filipinos to explore freelancing as an alternative income source (Tudy, 2020).

2.7 COVID-19 Pandemic and Job Layoffs

COVID-19 caused substantial global employment disruptions, often without drastically reducing wages, but leading to widespread layoffs (Gulyas & Pytka, 2020). While some effects may be short-term, others have permanently altered work structures (Malousis et al., 2023). The pandemic affected various industries beyond health, including travel, tourism, and global supply chains (Fairlie, 2020). Lockdowns forced the closure of many workplaces, causing layoffs, furloughs, and shifts in management strategies to protect employees (Mujtaba, 2022). Some organizations laid off staff ethically, while others faced long-term talent shortages due to abrupt decisions. International cases show similar patterns. In Vietnam, Spain, Poland, and Indonesia, employment losses were highest among low-skilled workers and sectors where remote work was not feasible (Dang et al., 2023; Farré et al., 2020; Bieszk-Stolorz & Markowicz, 2022; Sunarsi et al., 2020). Many companies, particularly underperforming ones, were forced to scale down operations and reduce labor costs through mass layoffs (Coucke et al., 2007).

2.8 Corporate Employees Transitioning to Business Owners

A growing number of corporate professionals are shifting to business ownership, a trend observed in countries like Malaysia (Xavier et al., 2018). Careers are no longer linear; individuals increasingly experience role transitions that shape their professional identities (Hoang & Gimeno, 2010). While corporate entrepreneurship offers opportunities, it also requires careful planning and the development of key habits (Urbano, 2022; Turner & Endres, 2017). These include understanding market needs, calculated risk-taking, and continuous learning (Steinmetz-Silber & Edelberg, 2024). Transitioning from employee to entrepreneur involves a mindset shift, demanding strategic thinking, financial literacy, and broad management skills (Light & Munk, 2018). As business ownership becomes more diverse, understanding the motivations and strategies behind these transitions is crucial (Bhattarai, 2023). This section explores the experiences of corporate professionals entering entrepreneurship, offering insights and strategies to guide aspiring business owners on a purposeful, well-prepared path (Lederman, 2022; Martinez et al., 2023).

Methodology

This research used a qualitative survey method to examine success factors influencing the transition from employee to business owner, focusing on work-life balance. Targeting employees

in Metro Manila, we aimed to collect data from 445 respondents, calculated using the Raosoft Sample Size Calculator (5% margin of error, 95% confidence level). Stratified random sampling was used across various city demographics to ensure representativeness and reduce bias.

To validate the use of Principal Component Analysis (PCA), we will perform Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. High KMO values and significant Bartlett's test results indicate strong inter-variable correlations, confirming PCA's suitability. Additionally, logistic regression will be used, along with diagnostic tools like the Omnibus Test of Model Coefficients (to check model significance) and the Hosmer and Lemeshow Test (to assess model fit). Ethical considerations include clear, informed consent, voluntary participation, anonymized data, and secure storage accessible only to the researchers and adviser. Data will be deleted by January 2025. The survey avoids sensitive topics and assures participants they may withdraw anytime without penalty.

The study's scope was limited to Metro Manila employees exploring entrepreneurship, potentially affecting generalizability. It may primarily capture early transition stages and is based on self-reported data, which can be biased. While PCA may involve some information loss, it enhances data manageability. The design identifies correlations but not causation. Data collection was via Google Forms, with structured and freeform follow-up questions. It covered key success factors such as financial preparedness, risk tolerance, and entrepreneurial skills. Participants will be categorized as DTI-registered or non-registered business owners, though other business forms (e.g., freelancers) may be underrepresented. The survey was pretested and developed based on the study's framework. PCA reduced multiple variables into principal components (PCs) for data analysis, such as workload pressure or schedule flexibility. These components helped reveal underlying patterns in the transition process. The relationship between PCs and participants' transition stages was analyzed. Logistic regression predicted the likelihood of a successful transition, treating it as a binary outcome.

Research

DV = B0 + B1(BPBS) + B2(ECSD) + B3(FPM) + B4(WLIPF)

Model:

Where:

- **BPBS** = Business Performance & Brand Success
- **ECSD** = Entrepreneurial Challenges & Skill Development
- **FPM** = Financial & Personal Motivation
- **WLIPF** = Work-Life Integration & Personal Fulfillment

Results and Discussions

The data has been collected from 445 respondents using a primary source, namely Google Forms. The data were coded and analyzed with appropriate statistical analysis using SPSS version 29.0.1. The statistical tests performed in this study include demographic analysis, principal

component Analysis (PCA) with varimax rotated component matrix, descriptive statistics, and binary logistics regression analysis.

Formulating hypotheses:

H₁: There is a significant influence of business performance & brand success on transitioning from a full-time corporate employee to a full-time business owner.

H₂: There is a significant influence of entrepreneurial challenges & skill development on transitioning from a full-time corporate employee to a full-time business owner.

H₃: There is a significant influence of financial & personal motivation on transitioning from a full-time corporate employee to a full-time business owner.

H₄: There is a significant influence of work-life integration & personal fulfillment on transitioning from a full-time corporate employee to a full-time business owner.[A1]

4.1 Descriptive Statistics

Table 4.1.1 Demographic Analysis

Demographic Information	Frequency	Percentage
Gender		
Male	226	50.8
Female	213	47.9
Prefer not to say	6	1.3
Age		
Below 25 years	7	1.6
25-34 years	300	67.4
35-44 years	119	26.7
45-54 years	18	4.0
55 years+	1	.2
Transitioned from Corporate Employee to Business Owner		
No	13	2.9
Yes	432	97.1
Transition Time Taken		
Less than 6 months (Very Fast)	26	5.8
6 months to 1 year (Fast)	41	9.2
1 to 2 years (Moderate Time)	289	64.9
3 to 5 years (Gradual Transition)	55	12.4
More than 5 years (Long-Term Transition)	34	7.6
DTI Approved Business		
No	21	4.7
Yes	424	95.3

As illustrated in Table 1, a slight majority of male responses (50.8%) compared to females (47.9%), and 1.3% of students didn't share their gender identity. More than two-thirds of the respondents (67.5%) were in the age group of 35-45 years, with 1.6% of the young generation (below 25) and 0.2% of the older generation (55 years+). Almost all the respondents transitioned from corporate employee to business owner (97.1%), while the rest didn't (2.9%). Nearly two-thirds of the respondents (64.9%) took 1-2 years to transition to business owner fully, 12.4% of respondents took 2-4 years, 9.2% quickly transitioned (6 months to 1 year), 7.6% took a very long time (5 years+), and the rest transitioned very fast (less than 6 months). Among them, 95.3% of respondent's business is DTI approved.

Table 4.1.2 Components

Variables	Mean	SD	Skewness	Kurtosis
Business Performance & Brand Success	4.9944	.54171	-.770	1.280
Entrepreneurial Challenges & Skill Development	3.2388	.38911	-1.576	4.638
Financial & Personal Motivation	3.2249	.39206	-.617	1.688
Work-Life Integration & Personal Fulfillment	3.4112	.40999	-.519	.472

All the variables were primarily analyzed using the scores of mean and standard deviation. The center of a distribution is indicated by the mean or central tendency (Malhotra, 2010). In addition, the standard deviation is used to see how the data have deviated from the mean (Malhotra, 2010). As illustrated in Table 4.1.2, business performance & brand success generated the higher mean score ($M = 4.99$, $SD = 0.54$), while financial and personal motivation generated the lowest ($M = 3.41$, $SD = 0.41$). Apart from that, entrepreneurial challenges & skill development, and financial & personal motivation showcased similar mean scores. Except for entrepreneurial challenges & skill development, the variables have a skewness value in the ± 1 threshold, indicating a normal distribution. On the other hand, entrepreneurial challenges & skill development have a negatively skewed distribution as the skewness value is lower than the -1 threshold.

4.2 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Table 4.2.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	1574.088
	df	253
	Sig.	<.001

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy generated a value of 0.797, higher than 0.70. Therefore, the data passed the KMO test, indicating that it is suitable for the factor analysis. Furthermore, Bartlett's Test of Sphericity showcased a statistically significant result, $\chi^2(253) = 1574.088$, $p < 0.01$, indicating that the correlation matrix is not an identity matrix. Therefore, the factor analysis is appropriate.

4.3 Principal Component Analysis

Table 4.3.1 Rotated PCA matrix

Variables	Components			
	1	2	3	4
Financial Opportunities			.573	
Work-Life Balance & Flexibility				.643
Passion			.585	
Support Network				
Personal Growth				.541
Legacy Building				
Making a Difference			.633	
Personal Satisfaction				.510
Securing funding			.492	
Learning new skills		.633		
Time management		.445		
Finding customers		.545		
Staying motivated		.543		
Managing risk and uncertainty		.532		
Building a team		.504		
Marketing and sales		.579		
Dealing with legal and regulatory issues		.585		
Work-Life Balance	.537			
Owner Satisfaction	.516			
Financial Performance	.676			
Customer Satisfaction	.662			
Brand Recognition	.723			
Operational Efficiency	.698			
KMO Measure of Sampling Adequacy		.797		
Bartlett's test of Sphericity (p-value)		1574.088 (.000)		

After conducting the Principle Component Analysis (PCA) with the Varimax rotation, the variables are trimmed to 4 major yet unique components. The first component consists of work-life balance (0.544), owner satisfaction (0.572), financial performance (0.545), customer satisfaction (0.549), brand recognition (0.560), and operational efficiency (0.577). This component is renamed as “Business Performance & Brand Success.”

Similarly, the second component consists of learning new skills (0.633), time management (0.445), finding customers (0.545), staying motivated (0.543), managing risk and uncertainty (0.532), building a team (0.504), marketing and sales (0.579), and dealing with the legal and regulatory issue (0.585). This component is renamed “Entrepreneurial Challenges & Skill Development.”

Furthermore, the third component consists of financial opportunities (0.573), passion (0.585), making a difference (0.633), and securing funding (0.492). This component is renamed as “Financial & Personal Motivation.”

Finally, the last component consists of work-life balance and flexibility (0.643), personal growth (0.541), and personal satisfaction (0.510). This component is renamed “Work-Life Integration & Personal Fulfillment.”

4.4 Binary Logistics Regression Analysis

Table 4.4.1 Model Summary

Block 1 observed & predicted values	Transition		Percentage	
	No	Yes	Block 1	Block 0
Transition	No	0	13	0.0
	Yes	0	432	100.0
Overall Percentage			97.1	97.1
Cox & Snell R Square			.032	
Nagelkerke R Square			.138	
Hosmer and Lemeshow Statistic (p-value)			5.174 (.739)	
Omnibus Test of Model Coefficient (p-value)			14.433 (.006)	

A logistic regression has been conducted to determine whether business performance & brand success, entrepreneurial challenges & skill development, financial & personal motivation, and work-life integration & personal fulfillment can predict the probability of transitioning from corporate employee to business owner. The model explained the overall percentage similar to the null model (97.1% in both blocks).

The total fit of the model was weak, as shown by Cox & Snell's R^2 being 0.032 and Nagelkerke's R^2 at 0.138, indicating that the approximately 3.2% to 13.8% variance of the transitioning from corporate employee to business owner can be explained by this model. The Hosmer and Lemeshow tests were used to measure fit goodness. It showed no significant difference between the actual and predicted values, $\chi^2(8) = 5.174$, $p > 0.05$, indicating an acceptable estimated model. Finally, the omnibus test examined the better fit over the null model. The omnibus test was statistically significant at $p < 0.01$, indicating that the independent variables significantly improved the null model.

4.5 Result of Logistic Regression

Table 4.5.1 Model Outcome

	Estimate	Wald	p-value	Exp (β)
Intercept	-6.776	6.719	.010	.001
Business Performance & Brand Success	.280	.254	.614	1.323
Entrepreneurial Challenges & Skill Development	.913	2.007	.157	2.492
Financial & Personal Motivation	.443	.391	.532	1.558
Work-Life Integration & Personal Fulfillment	1.444	4.743	.029	4.238

As illustrated in Table 4.5.1, only the work-life integration & personal fulfillment ($\beta = 1.444$, $W = 4.743$) significantly and positively impact the transition from corporate employee to business owner at $p < 0.05$. The exp (β) value of 4.238 indicates that if the work-life integration & personal fulfillment increase by 1 unit, the odds of transitioning will increase by 4.24 times. As a result, H_4 is supported. Conversely, H_1 , H_2 , and H_3 are not supported. Therefore, the binary logistics model will be:

$$\log () = -6.776 + 0.280 * BPBS + 0.913 * ECSD + 0.443 * FPM + 1.444 * WLIPF$$

5.0 Conclusion

This study identifies the key factors influencing the transition from corporate employment to business ownership, emphasizing the growing importance of work-life integration and personal fulfillment. Among the four components identified—Business Performance & Brand Success, Entrepreneurial Challenges & Skill Development, Financial & Personal Motivation, and Work-Life Integration & Personal Fulfillment—only the latter significantly predicted the shift to

entrepreneurship. Logistic regression analysis showed that individuals prioritize autonomy, well-being, and purpose over financial or performance-driven incentives. While the model demonstrated statistical significance, its limited explanatory power suggests other external factors may also impact this transition. These findings highlight a shift in career values, where holistic fulfillment outweighs traditional success metrics. Companies are urged to create more flexible and meaningful work environments, while policymakers should support aspiring entrepreneurs through accessible training, funding, and mentorship programs. Ultimately, the rise of the "corporatepreneur" reflects a broader evolution in workforce expectations and career paths.

5.1 Recommendations

The study underscores the need for targeted policies supporting employees transitioning into business ownership, focusing on Work-Life Integration and Personal Fulfillment. Key recommendations include enhancing entrepreneurial education, improving access to financial resources, simplifying business registration processes, promoting corporate intrapreneurship, and building a robust entrepreneurial ecosystem through incubators, co-working spaces, and mentorship networks, which can further empower aspiring business owners. These measures aim to foster a more inclusive, innovative, and sustainable environment for corporatepreneurs.

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