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Integrative Business Research Project

Assessment of the Role of Indian Women In South African Family-Owned Businesses

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A research report submitted to the Gordon Institute of Business
Science, University of Pretoria, in partial fulfillment of the
requirements for the degree of Master of Business Administration

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ABSTRACT

The objective of this report was to gain a better understanding of the role of Indian women in South African Indian family-owned businesses.

Thirty, semi-structured, in-depth interviews were conducted. The respondents comprised of ten South African - Indian females, ten Indian males and ten non-family employees. The feedback was analysed using the constant comparative analysis method. Purposive sampling coupled with maximum variation generated a participant base of Indian family businesses with female family members actively involved on a daily basis in the business, primarily in financial administration.

A model, based on the findings, was derived for the purpose of drawing the key findings together. This model (Figure 3) illustrates the key roles of Indian women, relating to the six research questions and also highlights the emergence of a new theme, male ego conditioning. The model provides a basis for family business practices in understanding the interplay of the various roles of Indian women at the individual, business and family interfaces., in order to cope with their family and business responsibilities.

This research project also uncovered additional findings that have improved the current understanding of the role of Indian women in a family business and provides implications for future family business practice and research.



DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University.

Reishana Hoosen

Date

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LIST OF ABBREVIATIONS

AI	Appreciative Inquiry
Stats SA	Statistics South Africa
FB	Family Business

1. Introduction to research problem

1.1 Introduction

In today's stressful and high powered commercial environment, more and more entrepreneurs are turning to one or other form of family business as a means of projecting their ideas and products into the marketplace (Maas and Diederichs, 2007).

The South African government currently does not have a reliable database pertaining to family businesses but estimates indicate that they are the predominant form of business, comprising about 80% of all South African businesses and 60% of the companies listed on the Johannesburg Securities Exchange (JSE) (Maas and Diederichs, 2007).

Historically, women's work responsibilities outside the home were secondary to their obligation to manage and organise the domestic, emotional and social life of the family.

This research explores the role of Indian women in a family business. This introduction provides a background on the importance of women in family business, the involvement of women in business and also touches on the role of women in family business to create some context as to the importance of this research topic.

1.2 Family Business

The oldest known family business is the Japanese firm of Kongo Gumi, established in the year 578. Since then family businesses have succeeded and grown through all the commercial development phases (Maas and Diederichs, 2007).

They are a vital yet understudied element of our economy and society and, are seen as an avenue to achieve economic security. It is also considered as a method for individual's to earn monetary returns on their talents and initiatives. Little is known however about such an important and basic economic and social unit. They also make great contributions to the nations GDP and total wages regardless of how broadly or narrowly they are defined.

Yet the components that constitute or promote success or effectiveness in a family firm remain elusive, as does the interrelated nature of family and business activities within family firms of utmost importance is, understanding the impact of the family on the business and vice-versa.

The average life span of a family business is 24 years which coincides with the number of years that the founder remains at the helm of the business (Lambrecht, 2005).

Professionals who work with families in business need to understand what the complex dynamics that this ongoing multi-system negotiation, entails. These

dynamics include how family members talk about their work, which reveals differences in how family members such as spousal co-owners may perceive their situation (Hutcheson, 1999).

In attempting to simplify the human dynamics within these complex family businesses the systems of family and business often are described with labels such as emotional (family) and rational (business) arenas and are prescribed with opposing tasks, values, goals and rules.

Within the family business literature, the tendency is to consider the family as the system that impedes the functioning of the business. Much of that literature is based on case studies of family businesses with extensive problems/dysfunction, and the family is viewed as needing to be managed.

Further to this, the role of the women within the business system is often characterised as “invisible”. Previous research indicates that they are rarely considered serious contenders for succession (Dumas 1989).

1.3 Indian Women

In view of the above, the status of women in Indian society underwent a major change as a result of liberalism, social reforms and nationalism that emerged during the course of the British rule. Access to westernised education under British rule facilitated the entry of women (initially of the upper castes) into the world of paid work in formal organisations (Rajadhyaksha and Bhatnagar, 2000). While, first, the entry of women was mainly in traditional fields such as teaching,

tailoring, nursing, etc., after independence of the country in 1947, and the subsequent thrust to women's education, there has been a steady trickle of women into professions such as medicine, engineering and management. In fact, modern India can be said to be witnessing the growth of a body of middle-class and upper-middle class educated women, living in large urban agglomerations, who are fairly emancipated in socio-economic terms. Their empowerment has been facilitated by the constitutional recognition of equal status of women.

1.4 Motivation for the research

A growing number of women are entering family business today and a strong belief exists that these women confront difficulty in family business just because they are women (Danes and Olson, 2003). This is particularly unfortunate because hypothetically women could own about a third of all family businesses since by some estimates, 90-95% of all businesses in the United States are family controlled (Vera and Dean, 2005). In South Africa, women make up 51% (approximately 24 million of the total population) and Indian women represent 2.5% of the total population (Stats SA, 2006). This is extremely indicative of them being the least minority in South Africa and their role in business and in family has not been prominently studied from a South African perspective.

From a macro environment perspective, due to the importance and survival of family businesses, there is a need to address the role of women in these

businesses (Sharma, 2004). The development of family businesses can be accelerated in South Africa and have a positive impact on factors such as wealth creation over several generations and the reduction of crime and unemployment (Maas and Diederichs, 2007).

In family firms, the line between family and business frequently becomes blurred.

If women are formally responsible for only the family, her traditional roles may overflow into informal roles in the family business (Poza and Messer, 2001)

In light of this, Sharma (2004) motivates the need to further understand the role of females in family firms as past studies have indicated varying types of roles that women in family firms tend to adopt, but do not explain the implications of these role adoptions.

In some studies, women are openly accepted in their family companies (Curimbaba, 2000), they succeed and play a key role in the business. In others they are prevented from reaching positions despite their competence. Such differing results of women's experiences in family business points to a need to investigate this topic further to explain variations in roles and visibility over time.

1.5 The problem statement

The positions of women in family business have two important parts – there are the emotional issues with a normal family and then there are factual issues with the family business.

Against this background, the research problem investigated in this study is:

To gain a better understanding of the various role-plays of Indian women employed in a family business and the negotiation of these roles between the family and business.

The primary aim of this research is to:

- ❖ Establish the position of Indian women in family business
- ❖ Develop a landscape of the business challenges that Indian women encounter
- ❖ Establish the family, business and individual factors that influence Indian women in their roles in the family and business
- ❖ Given that women are increasingly taking positions within the family business, to establish how their roles are perceived by their male counterparts and by non-family members.

In essence this study will encapsulate all the roles that an Indian woman is responsible for, in her family and business environments. It will also express how these women balance these roles to effectively function in both environments.

1.6 The relevance of this topic

Improving the success and growth of family businesses in South Africa is vital to the economy. It is important to understand the relationships within these businesses and as indicated, the role of women in family businesses serves as a

vital element in family business dynamics. Therefore by gaining a better insight into the role of women in family business it may assist consultants in their practices when counseling/assisting family business with new challenges and problems, which they may encounter.

2. Theory and Literature Review

2.1 Introduction

The theory reviewed in this section defines and describes Indian family businesses as well as analyses the role of women in these businesses. The research problem identified can be linked to the factors on the family, business and individual level that influence the role of Indian women in family business. Each of these will be reviewed, to be able to determine the role of Indian women in family business and the extent of their involvement. Thus, it is the intent of this study to extend previous research into the role of women in family business. Literature regarding women in family business is extremely sparse and very little of it is empirical (Rowe and Hong, 2000).

2.2 Family Business

The literature has a number of definitions of the term ‘family business’. Vera and Dean (2005), proposes that a family business is any business where the majority ownership is controlled by the family, decisions about management are influenced by the family and two or more family members are employed and actively participate in management of the firm. From this definition it is clear that family members must be involved in the business.

Maas and Diederichs (2007), elaborate further on this subject by stating that there are various degrees of involvement of family members in the family business, which can range from being an employee, shareholder or board member to full-time management of the business.

Family business groups have dominated the private sector of the Indian industry since India's independence from Britain in 1947 (Manikutty, 2000). At the time of independence, most Indian manufacturing in the organised sector was at the hands of Indian families that had promoted these enterprises, for e.g. the Tata, Birla, Sahu Jain and Singhanian families.

Sharma and Rao (2000) found that, compared with family firms in the West, Indian families display a far more collectivist culture and complete surrender of individuality to the general welfare of the family.

2.3 Indian Family Businesses in South Africa

In South Africa, no published report that considers the role of Indian women in family business was found. There is research data in an unpublished research report which studied the major factors that contribute to the sustainable profitability of Indian family businesses in South Africa (Moodley, 2006). This present study is intended to address the void in literature on Indian family business in South Africa, pertaining to the role of women within the business.

2.4 The Context of Indian Women

Traditional Indian society has always been hierarchical. The several hierarchies within the family (of age, sex, ordinal position) and within the community (of caste, lineage, wealth, learning, occupation) have been maintained by a complex combination of custom, functionality and religious belief (Rajadhyaksha and Bhatnagar, 2000). Chitnis (1988, p. 83) cited in Rajadhyaksha and Bhatnagar, (2000), comments that an Indian society has been popularly described as a society where individuals live by their 'ascribed' rather than 'achieved' status.

In general, Indian society has given women in the family a status lower than that of men, and Indian culture, has through folklore, folk songs and legends, served to maintain such an inequality. It has highlighted the self-sacrificing, self effacing, pure image of the woman, which has reinforced her role as devout and dutiful wife and doting mother. Her enabler role thus gets precedence over the performer role. Such a veneration of the woman's role as wife and mother has lent sanctity to the institution of marriage in India (Rajadhyaksha and Bhatnagar, 2000).

2.5 Women's Involvement in Family Business

2.5.1 Career Sketch - Reasons for joining the Family Business

Research conducted over the past 15 years has increased our knowledge of family-owned firms. Unfortunately relatively little empirical research has been conducted on women and their participation in family owned businesses (Dumas, 1998).

In collaboration with the above, Lyman, Salganicoff and Hollander, (1985), cited in (Rowe and Hong 2000), state that the strength of traditional family roles, both within society and within individual families, kept women's business contributions from being acknowledged.

There are many reasons for women eventually joining family businesses. An interesting study by Hollander and Burkowiitz (1990), reveal the following reasons: wanting to help the family, filling a position that no other family member wanted, and being dissatisfied with another job. Dumas (1989) similarly concluded that, in general, women do not plan a career in their family business, do not aspire to ownership, and see their work as a job rather than a career.

In addition, some became interested because they saw the potential when the business began to grow, in the same study; it was found that some of the women came into the business to help the family in a time of crisis.

Contrary to these limitations, it is cited in Cole (1997), that some women perceive their family business as a reservoir of great careers. When they work outside the family domain, they may face the “glass ceiling” no matter how talented they are.

In concurrence with this, it has also been reported that better positions, higher incomes and more flexibility in work schedules are available for females who work with family, as well as more latitude for personal concerns, which is particularly important for woman who must juggle home and work (Rowe and Hong, 2000).

Rowe and Hong (2000), in their study on wives in family business, also focused on the likelihood factors of a wife’s participation in a family business. Their main conclusion was that wives are more likely to be involved when the business was bought, invested or started by the couple, than when the business was inherited or given.

To complement this Maas and Diederichs (2007) have provided useful insight into husband wife teams as the foundation and base of family businesses.

2.5.2 Copreneurs

Maas and Diederichs (2007), define the term copreneurs as a referral to a husband and wife who start up and run a business together. In the family group,

copreneurs can focus their work activities in different ways one of them being where, a couple may work in, and share ownership of one business, the two individuals concerned are copreneurs because they are both involved in the management of the business. Therefore to clarify the characteristics of copreneurs:

- ❖ They share ownership of the same business
- ❖ They are both involved in management of the business
- ❖ They share responsibility for all activities in the business.

An interesting theme that is prevalent with the studies on copreneurs is the emergence of conflict. Various researchers have mentioned and studied this concept to a large extent (Danes and Olson, 2003; Dumas, 1998; Foley and Powell, 1997). Maas and Diederichs (2007, p.44) provide an interesting insight into the relationship of copreneurs: “A healthy sound marriage provides a strong foundation for copreneurial activities”.

Thus, the reasons that women join the family business can be reflected in the way, money, positions and time are allocated. Family business also allows more latitude for personal concerns. It can also be concluded that the likely participation of wives in family business is attributed to the type of ownership of the business, i.e. copreneurs. Other reasons also included, helping the family in a time of crises, indicating that the involvement was obligatory in this regard.

2.6 Role of Women in Family Business

2.6.1 Functional Roles

In the study by (Danes and Olson, 2003) women who are in family businesses have been given the following role labels, such as mom, spouse, caretaker, sounding board, negotiator, or bookkeeper to describe their involvement in the business. In a similar manner, Salganicoff (1990), states that even though many women work in family businesses, the media still presents them as cute or rare examples.

Along with the advantages of women working in the family business come the disadvantages. Family business writers use the word role in discussing these problems, such as role conflict (Salganicoff, 1990,) and role confusion (Rowe and Hong, 2000). These terms refer to the two incompatible roles (business and family) contained in family business relationships (Danes and Olson, 2003).

It is believed that women struggle with the expected family role versus the business role and women's roles within networks are influenced by traditional expectations of women's family and work responsibilities (Danes and Olson, 2003 and Danes, Haberman and McTavish, 2005).

Women who choose to work in the family firm experience double messages from their families. Hollander and Burkowitz (1990), label this as a double bind.

The no-win choice for a female is between accepting a more traditional role and attention to bring vitality and respect to her business role. If the traditional role is chosen to maintain harmonious relations with family members, she sacrifices her career objectives. If she chooses self-promotion, she risks negative sanctions from her family. Dumas (1989, 1990) study on daughters support the latter, especially when daughters fear bringing up the subject of succession that will upset their father's pride and sense of immortality.

As a result according to these authors, women in family business, remain entrapped in rigid, "family" roles unless they separate and individuate from their families.

In addition, Salganicoff (1990) cited in Cole (1997), believes that because of their unique gender characteristics, women in family business exhibit such behaviours as loyalty to the business, concern for family members, and sensitivity to the needs of others. These attributes make women proficient at peacekeeping or solving problems and conflicts among family members.

In justification of this, Nelton (1998) recommends that future research is needed on the rise of women in family firms and should include factors such as their family life, their business life and also their individual values. In addition they also mention the importance of acceptance of daughter successor relationships.

2.7 Conceptualisation of Roles

To conceptualise this research, the new multigenerational transition explanatory model in family business by Lambrecht (2005) was used to further review the literature, on the various roles of women in family business. This was done in order to gain a better perspective on the constant interrelationship between the individual, her family and the business, in regard to the roles carried out in each of those domains.

2.7.1 *The Family Dynasty*

Lambrecht (2005, p. 280) explains that “.....a family business can develop into a family dynasty only when it embraces sound governance as a fundamental principle; that is; *the individual family member belongs to the family, which belongs to the business.*” In keeping with this viewpoint, it is important to analyse the business, family and individual as three separate but interconnected systems, each affecting the other.

This concept is presented in Figure 1.

Figure 1 – An Explanatory Model for transfer to Further Generations
(Lambrecht, 2005, p.279)

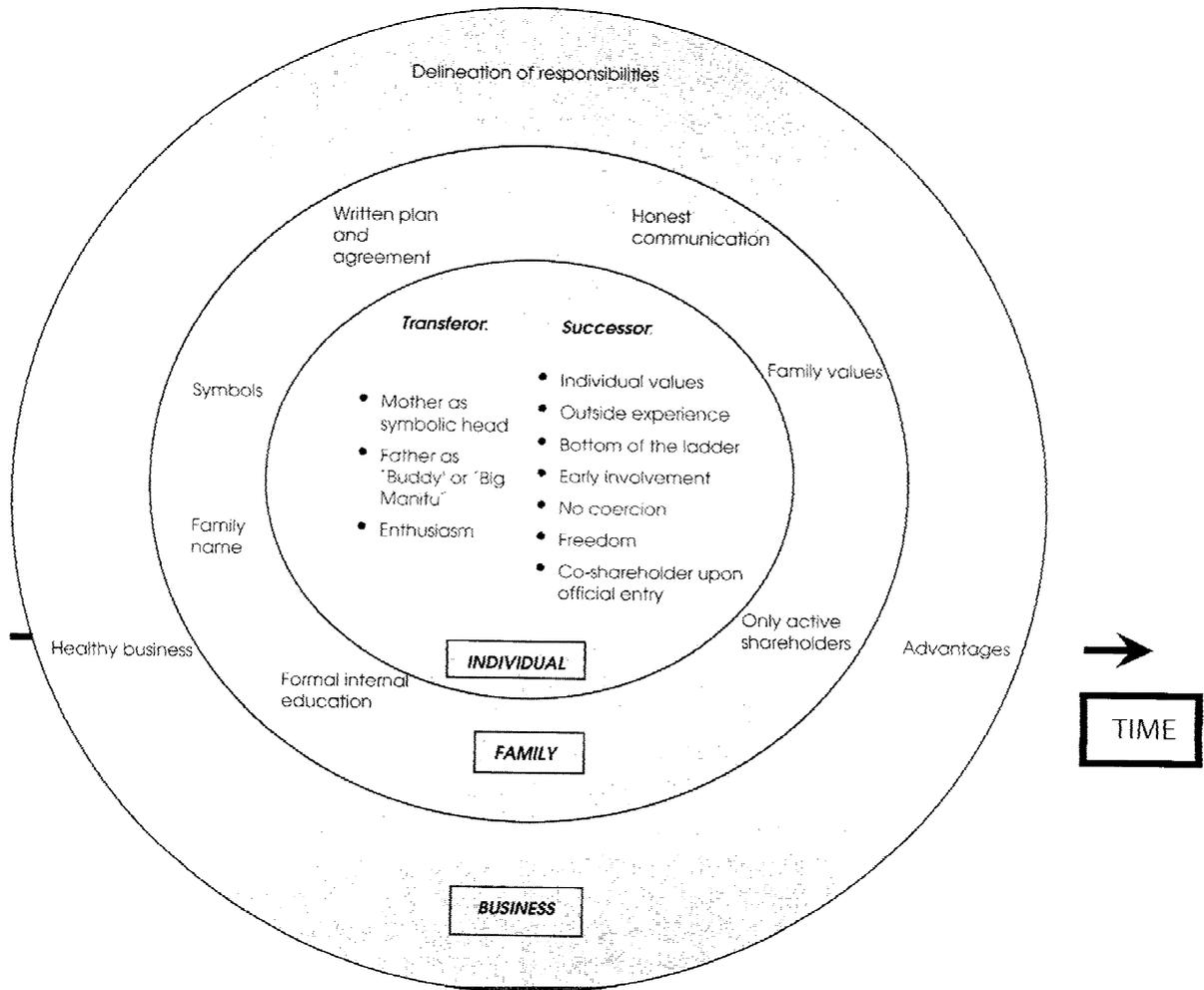


Figure 3 An Explanatory Model for Transfer to Further Generations.

There is constant interaction between the individual, the family and the business during transfer. The family in its entirety plays a leading role, the business as the third player, forms the object of transfer (Lambrecht, 2005). The keywords in the three concentric circles in Figure 1 represent levers that can move the business to further generations. The time axis indicates that the individual, the family and the business and the interaction between them are not static, they evolve

constantly and thus form a dynamic whole. The stepping stones, entrepreneurship, studies, formal internal education, and external experience represent the official start in the business (begin at the bottom of the ladder, freedom for and by the successor). Written plans and agreements pave the way for transfer of the business to further generations and to the creation of a family dynasty.

Using this model as a context for this study, the focus will now be diverted to the three levers namely: business, family and individual. At each lever, the role of women in the family business will be discussed as per the literature reviewed. The roles will be superimposed on each level to assess the interaction between them.

2.8 The Individual Lever

At the individual level of analysis, family business studies have devoted varying attention to four categories of internal stakeholders: founders, next generation members, women and non-family members (Sharma, 2004).

The Indian women in South Africa come from different ethnic and cultural backgrounds (i.e. predominantly, Muslim, Tamil, Hindi, Christian and Gujarati). These cultural backgrounds do shape the belief and value systems of an

individual and linked to this are also the educational levels of these women, as knowledge and skill is required in their understanding of the family business.

It is imperative in a study of this nature to take into account the different life stages of the individual and the different priorities demanded outside the family business (Nelton, 1998).

The interaction of the individual lever with the business and family lever forms a dynamic relationship within the boundaries of this research topic.

2.8.1 Life stage of Women

Gordon and Whelan-Berry (2004), conducted a study that addressed the deficiency in literature on the perceived support that women received from their partners. It ultimately looked at the differences in the roles that women in their early, middle and late life perceived their partners, play. In collaboration with this study, Rajadhyaksha and Bhatnagar, (2000) also looked at the life stage of women in dual career couples. In contrast to the first study, they identified four basic life stages for women: early adult transition years, second adult life phase, middle adulthood and the older life phase. The findings in both studies is summarised to highlight the differences.



Table 1: Roles of women at the different life stages
(by Gordon and Whelan-Berry (2004))

<i>Early Life stage</i> <i>(<35 years)</i>	<i>Midlife stage</i> <i>(35-50 years)</i>	<i>Late Life stage</i> <i>(>50 years)</i>
<p>Women in their adult lives and careers focus primarily on establishing their reputation and career goals, developing structures for childcare and household management, and establishing a life structure for early career and young family issues. Their needs typically focus primarily on childcare and household management and career advancement. Although flexible hours often provide a way of managing their various responsibilities, the support of their spouse or partner is highly valued.</p> <p>Rogers and Amato, (2000), in Gordon and Whelan-Berry (2004), state that these early life women face special challenges in setting priorities and in managing their involvement with work and family.</p>	<p>Women at midlife more often have established their careers and home and family life. Of all the age groups they most frequently have school-age children or young-adult children who have recently begun to live independently, delays in child bearing may cause them to still have pre-school-age children at home. Their needs focus on balance of work and family responsibilities.</p>	<p>Older women may face still different challenges. They may still desire additional challenges as well as advancement at work or may focus on reaching their own retirement. Other issues may include health, new or increased dependent care responsibilities as well as concerns of retirement for their spouses. Assistance with household responsibilities may depend on physical health of the women/couple, as well as elder care of their parents or other relatives.</p>

Table 2: The basic life phases of women
(by Rajadhyaksha and Bhatnagar, 2000)

Early Adult transition (17-28years)	Second adult life phase (30-40 years)	Middle Adulthood (40-50 years)	Late phase (50 >older years)
Most women are preoccupied with getting married and settling down to family life. Even for those who are working and have had a professional education, traditional roles remain an integral part of their identity.	This life phase signifies the settling down period of the second adult phase. At this point in time, women experience great self doubts and anxiety about their femininity. For those who have postponed family planning, time is running out as their biological clock is ticking loudly. For those with kids, juggling family and work causes stress and fatigue which often results in a compromise either at work or at home with the family. The latter often results in a sense of guilt, low self-esteem and personal inadequacy.	Women experience greater assertiveness and professional accomplishment at work. This phase can be viewed as a time of great promise despite the fact that children may be leaving home and there is possibility of facing loneliness because of divorce or widowhood. Women have usually finished the full-time job of mothering and enjoy the resurgence to work.	This point in life is marked by the fact that women have to deal with the single most important developmental task, namely managing withdrawal and separation (i.e. preparing for death, either of self or spouse, siblings or parents). However this phase can still be a significant time of professional accomplishment as they marry earlier in life and therefore their husbands may retire, leaving them free to take up career interest with vigour

2.8.2 Life role salience

Life role salience refers to an individual's internalised beliefs and attitudes about the personal relevance of a role, standards for the performance of the role, and the manner in which personal time, money and energy resources are to be committed to the performance of the role (Rajadhyaksha and Bhatnagar, 2000).

In concluding the research conducted by Gordon and Whelan-Berry (2004) and Rajadhyaksha and Bhatnagar, (2000), it can be seen that there is a distinct shift in the roles that women play as they transition in the different stages in their life. A marked difference in the two studies is the categorisation of the early life stage. The latter study subdivides the life phase, so as to look at the roles of women in their very early life (i.e. 17-28 years). Hence, life role salience lends itself admirably to be explored in this study as the different aspects of life role salience can be expected to vary across the life span of women in a family business.

To facilitate an appreciation of the objective of this study, some of the prominent research on the role of women in the family business is now reviewed, under the business lever.

2.9 The Business Lever

In the discussion and research of women in family business the terms “visible” and “invisible” command much attention (Cole, 1997, p. 354). Some literature explains this phenomenon by pointing out that the roles and rules of the family are integrated into the family business culture (Hollander and Burkowitz, 1996).

Business levers include factors that influence the degree of involvement of women in the family firm. The research conducted by Danes and Olson (2003) confirms the findings by Dumas (1998) that when family members work together, patterns of behaviour, values, beliefs and expectations are often transferred to the work environment of the family business. Other changes create an environment ripe for conflict, as established gender roles and patterns are challenged (Danes and Olson, 2003).

In the sections that follow, these terms are looked at in more detail.

2.9.1 Invisibility/Glass Ceiling

The cultural tradition that places women and men in different social positions, with gender-based definitions of work and home responsibilities, plays a large part in keeping women invisible in a family business (Rowe and Hong, 2000).

Lee, Danes and Mack, (2006) provide an apt definition for invisibility: it is a role created for a women in which family members and others ignore the woman's professional capabilities

According to Cole (1997), many women do feel invisible in the family business because they are not viewed by others in the same way as the male family members. Similarly, Salganicoff (1990) blames women's invisibility in family companies on two factors working together simultaneously: one is continuing stereotyping and discrimination that are a result of prejudices in society and are reflected and expressed within the family business system and the second factor is women's own limiting attitudes derived largely from the way they have been socialised.

In further research cited in Vera and Dean (2005), women tend to feel invisible (i.e. their professional capabilities unrecognised) in relationship with customers, sales people and non-family members in the family business. They felt discriminated against or stereotyped, based on their gender.

In concurring studies by Dumas (1998) and Danes, Haberman and McTavish, (2005), of married couples working together, it was found that although wives are still invisible in leadership of the family business, they are fundamental to the day-day running of the business and family.

In contrast, the study by Curimbaba (2002), women are openly accepted in their family companies and they succeed and play a key role in the business.

Conclusive from the above literature, is the fact that the role of women within the family business, often is characterised by the metaphor “the invisible women”.

This phenomenon, is explained by suggesting that the roles of and the rules of the family system (many of which are gender-specified), are often unconsciously integrated into the family business culture (Danes and Olson, 2003). Other studies indicated that the role is openly accepted. Such differing results of women’s experiences in family business points to a need to investigate this further, to explain variations in roles and visibility over time.

2.9.2 Advantages and Disadvantages

In the study by Cromie and O’ Sullivan (1999), it is argued that women in family firms who are family members have considerable advantages over other women. The study interestingly also found that there were disadvantages as well. The principle detriment effect of working in a family firm is the impact on personal relationships especially the social life.

The other two disadvantages mentioned in the same study, is that flexibility in a family firm allows women to combine career and child rearing duties, but several women in the study resented having to perform the child rearing role. The other

disadvantage was that women felt that working in the family firm actually restricted their career growth and caused them to miss career opportunities. Other disadvantages mentioned were: restrictions on education, family nurturance, long hours and remaining loyal to a partner.

From the above it can be seen that working for the family business is not an unqualified attraction for family women and shades of exploitation are evident. Huge demands are placed on the time of these women and also role, family and interpersonal conflicts interfere with personal and career developments.

Along with the disadvantages come the advantages. The principle one being the sense of achievement and personal fulfillment which membership engenders (Cromie and O' Sullivan, 1999). Flexible time schedules and working roles allow women to pursue several goals. Other advantages included greater financial reward; enhancing management skills as well the possibility of receiving an inheritance was mentioned. Salganicoff, (1990) also provides job security as a good advantage for family women employed in the family business.

These advantages therefore comprise a mixture of intrinsic and extrinsic rewards, but the dominant ones are intrinsic. Thus, working in a family firm, offers women freedom which is unavailable elsewhere and this coupled with the greater opportunities which are available, allow women family members to achieve and find personal fulfillment. In a supporting study by Dumas (1998), family firms also

give women the opportunity to access traditionally male-dominated industries that would otherwise be closed to them, such as construction and manufacturing.

2.9.3 Decision Making

Decision-making process in family businesses often focuses on conflict and agreement between parent and offspring or between siblings (Ward, 1987). In consulting to family businesses, the principles of fairness, mutual support and consideration are among the basic tenets that guide interventions with couples involved in a joint venture (Foley and Powell, 1997). In addition the decision-making process in family businesses must address the overlap of the family and business systems that includes family relationship dynamics in the business decision-making process.

In relation to the above, Danes and Olson (2003) affirm that the involvement of the wife can be measured by the labour she provides to the family business, but having decision-making authority is a higher order of involvement. In this study, it was reported that higher tensions were prevalent when the wife was given a higher decision-making authority. Thus, the main focus on decision-making is the level of involvement that it gives the female, as well as the level of tension it brings about in the family business. On this point, tension can be explored further in terms of conflict that arises within the business and family.

2.9.4 Role Conflict

Work-family conflict is a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. In other words, participation in one role is made more difficult by virtue of participation in the other role (Foley and Powell, 1997). This is illustrated in Figure Two below.

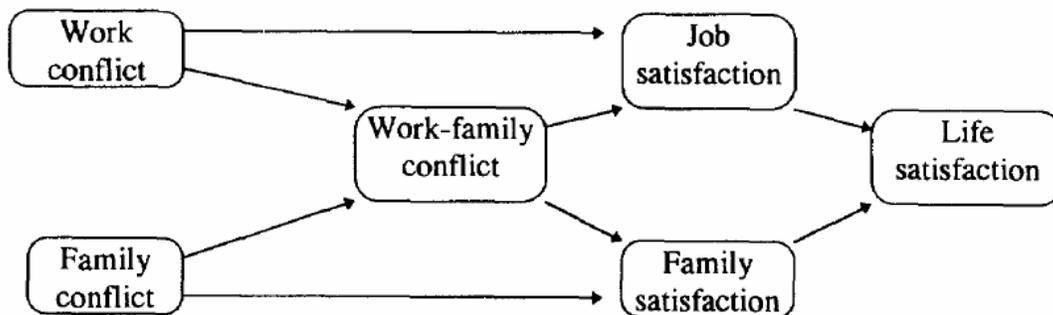


Figure 2: Model of work-family conflict proposed by Kopelman, Greenhaus and Connolly, (1983) which is cited in Foley and Powell (1997).

A similar model was proposed for business/marriage partners by Foley and Powell (1997), which took into account conflict resolution. Two important variables are to be considered in solving problems arising from home-run businesses, one is the amount of time devoted to the business and the degree of control over the schedule of business affairs. Another problem associated with conflict is role overload. Studies by Isaac (1991) and Covin (1994), state that role overload is a major component of work-family conflict. It exists when the total

demands on time and energy, associated with the prescribed work and family roles are too great to perform the roles adequately.

Hutcheson (1999), on the other hand, mentions that, to many, family business means conflict. It is only when conflict is not managed in a positive way that it becomes destructive.

In contrast to the above literature, studies by Jehn (1997) cited in Cosier and Harvey (1998), identified 3 types of conflict that are likely to appear in Family businesses.

Table 3: Nature of conflict within Family Business

Task Conflict	Relationship Conflict	Process Conflict
This involves differences related to the job and business matters. A few examples stated, include conflicting directions from bosses, uncertainty about speed of task completion and relative importance of multiple job goals. Task conflicts reflect disagreements about <i>what</i> needs to be done.	Involves emotions and interpersonal relationships. Evaluative and personal comments in the form of petty arguments and personal dislikes are frequently associated with this type of conflict. Examples include constant bickering, snide comments as well as employees with poor attitudes. Process conflict reflects disagreements about <i>how</i> things should be done.	Reflects disagreements with methods of doing things. Examples include disagreements about the way in which a reorganisation is conducted, the manner in which work is divided between team members.

Thus role conflict is viewed in many facets in literature. It is important to note that conflict does represent a problem in family business studies and therefore is imperative to be considered in any study due to the various roles that women play in the family and business. It is very evident in the family context in terms of dealing with interrole conflict between responsibilities in the business and the family. This now leads us to further explore family lever and the roles prevalent at that level.

2.10 The Family Lever

Poza and Messer (2001) discuss the unique role of women in family business as a steward of the family legacy, facilitator of communications, and touchstone of emotional intelligence in family relations. This study concluded that many women are seen as having a greater impact in their role in the family and their role in the family business is seen as very minimal. Capturing this discrepancy and illuminating the important roles that women play in family and in the business is a vital element any research.

In the business world, your main motive is to succeed. You let employees go if they are not productive and reward or acknowledge those who perform their jobs well. According to Curimbaba (2002), at home it is different. You focus on sharing, rather than competing and tolerating mistakes, because your job in the family is to support one another. Each world/system has its own structure, roles,

rules and processes. When you consciously move from one system to another, you have to adjust your expectation, attitude and behaviour. However, when there is overlap of the systems, conflict arises, and then there is a need to balance this, in order to progress.

2.10.1 Balance between family and business

Balance has been mentioned frequently in work-family literature. In terms of balancing one's work identity and family identity, an individual may achieve work family balance by ensuring that conflicting identities are kept separate or by applying consistent personal values across both identities (Foley and Powell, 1997). Similarly, in terms of gender differences, even when men and women are equally involved in their work role, women in particular experience greater family conflict which may be similarly exacerbated by social expectations (Cole, 1997). According to the latter author, women have to juggle their roles, i.e. outsourcing some of the responsibilities to alleviate the load. This is further explained in the next section.



2.10.2 Role sharing

Lee, Danes and Mack (2006), state that role sharing strategies involve delegating the obligations of one or more roles to other parties and allowing women to actively participate in both work and family spheres.

It is further concluded that role-sharing can be implemented by delegating either the business or family roles. Portions of the family role can be delegated by hiring assistance with child-care and household chores, or by seeking of relatives and friends. Some women also use non-family employees to outsource responsibilities like picking up children from school. Therefore it is imperative to consider the importance of non family employees in a family business.

2.10.3 Non family Employees

In Goffee (1996), one of the issues that is highlighted for further research in understanding family business, is non family employees. They are an important stakeholder group in terms of the number of individuals involved and the impact on the success and growth of family firms. Moreover, these individuals may possess idiosyncratic knowledge of the firm that may prove to be valuable in mentoring of future generation leaders. It is further mentioned that in larger firms, non-family members have been found to play a critical role in strategic decision-making. However, it is only recently that some efforts are being directed to understand their role and their perceptions.



Table 4: Summary of Themes from Literature Review

Category	Literature Review	Literature Review Themes
Reasons for joining Family Business	Cole (1997) Hollander and Burkowitz (1990) Dumas (1998)	Wanting to help family, fill in job position, dissatisfied with other job Start at lower level and become promoted, began in management position, growth in business
Individual	Danes and Olson (2003), Poza and Messer (2001)	Functional Role
	Nelton (1998)	Life Stage
	Rajadhyaksha and Bhatnagar (2000)	Life Role Salience
Business	Danes, Haberman and McTavish (2005) Curimbaba (2002), Rowe and Hong (2000) Danes and Olson (2003), Foley and Powell (1997), Cosier and Harvey (1998)	Invisibility Role (Glass Ceiling) Advantages and Disadvantages being in a Family Business Role Conflict
Family	Poza and Messer (2001), Cole (1997) Shelton (2006), Gordon and Whelan-Berry (2004)	Traditional roles Role sharing

2.11 Literature Review Conclusion

The ideas presented in the literature review suggest a belief that women in family business continue to struggle with traditional limitations imposed on them by others. The purpose of this review was to use the concepts and themes, and build a platform on and around the various roles that women play at the individual, family and business levels.

Some of the main themes that is emergent from the literature is as follows:

- ❖ The intensity of role involvement of women in family business is dependent on their life stage and age
- ❖ In the context of Indian women in society, they have experienced stereotyping and gender discrimination
- ❖ Role conflict plays an important element in the health of family business
- ❖ The involvement of family women in business is dependent on their traditional roles and stage of the family business
- ❖ When women are involved in the family business, the challenge they face is to balance their family and business responsibilities
- ❖ The role and perceptions of non family employees in family business is very important and must be considered in future family business research.

Literature on South African Family business is valuable in understanding the dynamics within the family business in terms of role involvement among family members. The studies reviewed here, highlight the importance of the role of women at the business and family level, however the literature does provide a composite analysis of all the roles at the individual, business and family interfaces.

3. Research Questions

The research problem was to assess the role of Indian women in a Family Business.

From the literature review, the roles will be examined at three levels namely: business, family and individual. According to Sharma (2004), asking the right questions is the first critical step in finding the right answers. In alignment with this, this study will approach the research problem as open ended questions to be answered. They are as follows:

3.1 Research Questions

Research question 1 – Motive for joining family business

What are the reasons for Indian women joining their family business?

Research question 2 – Individual characteristics of women in family business

What are the individual characteristics of Indian women pertaining to their role in the family business?

Research question 3 – Role involvement at the business level

What is the role of Indian women in the family business?

Research question 4 – Role involvement at the interface between business and family

How do Indian women balance their family role with the business role?

Research question 5 – The perceptions about the role of women in the family business

What are the perceptions (by a male relative and non-family employee) about the role of women in the family business?

Research questions 6 – Recommendations by women in a family business

What advice would you give to other females in family businesses?

Chapter 4- Research Methodology

4.1 Introduction

“It is a capital mistake to theorise before one has data” Conan Doyle

Family businesses have not only been understudied and defined in a myriad of ways, but the business research has also been riddled with methodological issues and problems (Sharma 2004). Prominent among these issues have been definitional and sampling problems. The aim of this study was to explore the role of Indian women in family business, with the primary focus being on the interactive roles between the family and the business environments.

Most of the studies on family business are qualitative, case orientated and/or anecdotal. The main reasons for these are that family businesses evolve over potentially long time periods, their dynamics can be quite complex, information pertinent to family relationships may be sensitive and also the key players may no longer be available (Morris, Williams and Nel, 1996). In keeping with this, according to Zikmund (2003), exploratory research can help gain a better understanding of the dimensions of problems by talking with knowledgeable individuals and in so doing, can progressively sharpen the concepts.

Daft (1983), emphasises the craft-like quality of the research process and that is a journey of discovery, where the surprises are what makes the journey worthwhile. He supports the fact that the continual questioning of the data is what leads to the discovery of real knowledge, and that is the rationale behind the proposed qualitative approach of this study, this method was selected so that the deep, underlying information on the roles of women in a family business could be uncovered, and once this is done, it can be used to assist family businesses in understanding and valuing the role of women in the business.

In this study it was decided to research small and medium sized Indian family firms and therefore the appropriate research methodology applicable to these firms, had to be sourced. Shaw (1999), have provided a detailed description of the process and the decisions involved in qualitative small firm research.

Similarly, Bygrave (1989) contends that the emerging nature of small firms' research demands that a qualitative approach encourages the development of practical and theoretical understanding and the generation of new and alternate theories and concepts is appropriate. He further recommends that the emphasis in an emerging paradigm should be on empirical observations with exploratory or grounded research rather than testing hypotheses.

Denzin and Lincoln (2003), aptly describe qualitative research as a field of inquiry in its own right. It cross cuts disciplines, fields and subject matters. In other words it is a situated activity that locates the observer in the world.

As the researcher was keen on studying the roles of Indian women in small-medium sized family firms, the qualitative paradigm was identified as appropriate. (Refer to Appendix 1 for a summary map of the methodology).

4.2 Research Design

Having selected a qualitative paradigm, a flexible research design which would allow findings to unfold, was developed. The design was used to guide the collection and analysis of data and had to be flexible enough so that it allowed for the uncovering and exploring of issues that were interesting and potentially capable of understanding the substantive research problem.

A literature review was done so as to ensure the clear formulation of the research questions as advised by Cole (1997). The research questions then provided the necessary outline for the design of the semi-structured questionnaires.

The research therefore took the form of a field survey first, and then face-face interviews, using semi-structured questionnaires (refer to appendices).

4.3 Population and Unit of Analysis

The population of relevance comprised of all Indian-family owned businesses in Gauteng. The following characteristics as defined by Vera and Dean (2005), was used to define the population of relevance:

- ❖ the majority ownership is controlled by the family,
- ❖ decisions about management are influenced by the family,
- ❖ and two or more family members are employed and actively participate in management of the firm.

In addition to the above, the following was also used as characteristics:

- ❖ the Indian owned businesses had to have female family members active in the business,
- ❖ the Indian female family members had to be involved in the family business on a daily basis,
- ❖ and female family members can be: spouse, daughter, niece, an in-law, or siblings.

The unit of analysis was the Indian family women in the family business.

The dependent variables were used to assess the role of women in the family business. They were categorised as follows: 1) Individual, 2) Business and 3) Family.

4.4 Sampling

Since this was a qualitative study, the focus was not to generalise the research findings to a larger population. Therefore depth rather than breadth of sample size was important

Many business researchers have been constrained by the lack of national databases of family firms. In South Africa it is also difficult to obtain such a list, especially of Indian family-owned firms.

Thus, identifying family firms from various listings is consistent with that of other family business researchers

Due to the lack of availability of statistics on Indian family businesses in South Africa, the researcher had to consider purposive rather than random sampling as it would be an effective way of selecting Indian family firms pertinent to the research problem. The logic of purposive sampling is suited to research with different aims. Its power lies in the selection of data rich cases pertaining to the substantive research problem (Shaw, 1999).

The Global Entrepreneurial Business Consultants, (consultants who specialise in entrepreneurship and family business) were contacted to obtain a list of family businesses in South Africa. Dr Gideon Maas, a leading consultant and the owner

of the company has wide experience and knowledge with family businesses in South Africa.

To obtain data rich Indian family firms the researcher used the following set of pre-determined criteria, when in the field, to make objective decisions about the firms she approached:

- ❖ Indian family firms must satisfy the grounded definition of family business.
- ❖ Indian family firms must be trading for at least 5 years.
- ❖ At least one or more generations.

4.4.1 Purposive sampling with maximum variation

Purposive sampling can be used as a research strategy when one wants to learn something and come to understand something about certain select cases, without the need to generalise to all such cases (Cole, 1997). Danes, Haberman and McTavish (2005), explain the advantage of using maximum variation in purposive sampling. The process of deliberately selecting a heterogeneous sample and observing commonalities in the experiences of the members of the sample.

The sample size ended with 10 family businesses. Enough diversity had been achieved and the later interviews revealed little new information and this saturation of material marked a stop point in collecting any further research data.

The sub-sample comprised of the male and female relatives and the non family employees in the family business

4.4.2 Screening Instrument

A telephone screening instrument was developed to identify Indian family businesses with female family members actively involved in the business. After verifying the presence of women in the business, some biographical data on the company was captured (i.e. industry, location, number of family members employed).

Information was then obtained from the sub-samples which comprised of 10 males and 10 females (family members) who work together in a family owned business as well as 10 non family employee in the respective family business.

In this study, it was decided that in order to obtain rich data about the roles of women in a family business, a male relative and also an employee (non family member) within the family business were also interviewed. In this way, this study is unique because data was also sourced from a male relative and a non family employee about their perceptions of the role of the female. The rationale for this was that the sourced data could then be used, together with the female's responses, to triangulate the research data about the roles of the female, in the family and business. This allowed for enrichment and increased the quality of data on the roles of the female in the family business.

Thus, in this research, by using maximum variation, the researcher had more confidence in common patterns that emerged and at the same time being able to describe the unique variation.

In total, 30 in-depth, voice-recorded interviews were conducted with the participants at their place of business. The interviews were done separately with each participant so as to eliminate response biases. The interviews lasted between 1.5 to 2 hours.

After the interviews, the researcher was given a brief tour of the physical environment of the businesses and observed employee interaction and the physical environment

4.5 Questionnaire

The appropriate data collection tool for this study was a semi-structured questionnaire which was designed after thorough examination of the literature review. Zikmund (2003) states that a questionnaire should have four main objectives:

- ❖ Firstly it should convert the information needed into a set of specific questions that the respondent will be willing and able to answer.
- ❖ Secondly, the questionnaire should motivate the respondents to cooperate and complete the interview.

- ❖ Thirdly, the questionnaire should minimise response errors and inaccurate responses.
- ❖ The questionnaire should collect the relevant information to solve the problem.

The questionnaire designed was pre-tested with friends and family members. They were asked to provide critical feedback on the semi-structured questions. The feedback was taken into account and the final questionnaires were developed. The semi-structured questionnaires were developed with the guidance of the study by Poza and Messer (2001), who used the appreciative Inquiry process to explore the unique characteristics and “life-giving” factors present in the relationship of the spouse to the family business (refer to appendix) for full account of the protocol.

4.6 Interview Process

The most fundamental of all qualitative methods is that of in-depth interviewing. Although interviewing is often the best method of gathering information, its complexity has been underestimated (Smith, Thorpe and Lowe, 1999). It is time consuming to undertake the interviews properly.

Smith, Thorpe and Lowe, (1999), state that the primary purpose of an interview is to understand the meanings interviewees attach to issues and situations in contexts that are not structured in advance by the researcher’s assumptions.

The interviews were voice recorded onto a dictaphone with the families' consent. Voice recording seemed the least invasive method of gathering information. Confidentiality and anonymity remained a strong research ethic throughout the study.

In Smith, Thorpe and Lowe (1999, p.73), it is stated that, “the importance of an interview is the opportunity for the researcher to probe deeply to uncover new clues, open up new dimensions of a problem and to secure vivid, accurate inclusive accounts that are based on personal experience”.

The following probes were used in this research, as the research dealt primarily with female respondents who had to be interviewed on their personal involvement in the family business. The use of the following probes helped in adding richness to the answers in the interviews:

1. The *basic probe* simply involved repeating the initial question and was useful when the interviewee seemed to be wandering off the point.
2. *Explanatory probes* involved building onto incomplete and vague statements made by the respondent. Questions asked: “What did you mean by that?” or “What makes you say that?”
3. *Silent probe* was one of the most effective techniques used when the respondent was either reluctant or very slow to answer the question posed. The researcher simply paused and let the respondent break the silence.

4. Most common probe used was *mirroring or reflecting* which involved expressing in your own words what the respondent said. This was effective because it sometimes forced the respondent to rethink her answer and construct another reply to amplify the previous answer.
“What you seem to be saying/feeling is.....”

The open-ended questions were generally grouped into 4 contextual areas for the female respondents:

- a) Individual characteristics
- b) Role in Family business
- c) Role in Family and
- d) Managing family and business roles

The male respondents and non-family employees were asked about their perceptions on the above 4 areas.

The interviews were conducted also using an appreciative inquiry (AI) protocol. AI as described by Poza and Messer (2001) is both a system of thought and action research methodology that uses social constructionist view of systems. AI takes the holistic view that looks for what is creative and life-giving in the organisation.

The interview itself was designed to capture unique characteristics and contributions of Indian women. The questions were designed to generate stories of high points and past successes and to explore guidance for the future rather than to elicit facts or opinions. In this study the interview questions focused on

the women's role in the business, as a partner or employee and as a parent in her role in the family and the negotiated roles in the family and business.

It should be noted that the relevance of this research was explained to all participants so that the quality of data collected was not affected.

Interviewee Bias

The consistency with which questions are put and the lack of ambiguity in their meaning is regarded as crucial in an interviewing process. In this research, interviewing Indian women on their personal involvement in a family business environment was a sensitive subject. The researcher therefore applied the use of probes to sharpen up and encourage the females to respond in the interview. This allowed for the control of interviewee bias response.

4.7 Data Collection Data Management

The data collection and management was followed as per the studies by Shaw (1999) and Gilham (2005), respectively. A briefing on this is as follows:

- ❖ Conducted interview with first, second and third persons separately in their natural environment.
- ❖ Data was collected by means of audiotape (recording onto tape for later transcription). All respondents did not object to being recorded.

- ❖ Data collected during observations and conversations was recorded only after the researcher had left the field and her notes written up.
- ❖ The process of data recordings and preliminary analysis was characterised by the fact that it began as soon as the researcher started to collect data, and it was ongoing.
- ❖ The common themes, issues and topics were loaded onto a Microsoft Excel spreadsheet as codes to highlight importance as they emerged from the interviews.
- ❖ Reading and re-reading (point of theoretical saturation) of the completed transcripts and field notes were done, to familiarise the researcher with the data as well as heighten her awareness of the common patterns, themes or categories.
- ❖ Used the data to substantiate the research problem.

As explained earlier, the data that sourced from the male relative and employee served to help in substantiating the data from the females about their roles in the business and family.

4.8 Data Analysis

Focusing Inductive Analysis

In Shaw (1999), the method of analysis used during this phase has been called the constant comparative method. This method requires the researcher to repeat the process of reading and re-reading the transcript notes and field notes and

constantly comparing the similarities and differences with codes. This process was continued until the coded sections become saturated, i.e. no new patterns and themes emerged. At this point the analysis was moved to focus on core codes central to the understanding of the substantive research topic, around which deeper analysis and interpretation was concentrated (Shaw, 1999). The data for the research was guided by the need to answer the research questions and therefore was analysed in three sections:

1. Analysis of biographical data.
2. Analysis of research questions.
3. Developed a model to illustrate the roles at different levels.

(Refer to appendix for detailed process).

4.9 Data Validity and Reliability

The nature of this type of study introduced the element of researcher bias. Shaw (1999, p.73) states that exploratory research usually selects methods where the “researcher is an instrument” used to collect data.

To reduce the element of researcher bias, the researcher had access to expert consultants on family business studies and presented the data and the analysis to them to obtain an objective opinion.

4.10 Research limitations

The research conducted in this paper had, inter-alia, the following limitations:

- ❖ The Indian owned family businesses were selected using purposive sampling. This introduced a level of subjectivity and bias in the sample.
- ❖ Only Indian females were interviewed to understand their role in the family business, the findings cannot be generalised to females from other racial groups.
- ❖ Replication of this business research in other countries will need to take into account differences nationally and culturally.
- ❖ Smith, Thorpe and Lowe (1999) recommend that the interviewer should have proper training and becomes more efficient with experience. There is the element of interviewer bias as the researcher had no prior training in conducting face-face interviews.
- ❖ Along the road of qualitative research there also many dilemmas, there is the question of how accurate the information is how accurate it should be, or can be.
- ❖ The model that was developed should be tested on a large scale of family businesses.

The qualities required by researchers are not easy to define. Turner (1988) in Smith, Thorpe and Lowe (1999), compares the researcher to an expert cook, who finds it difficult to explain what he does, but claims that the end result is evidence of his proficiency. In order to develop these qualities to the full, experience is needed even though the necessary skills can be explained.

There is no single formula for ensuring that research will be successful. One must always exercise judgement according to the particular circumstances that prevail.

Woody Allen the American comedian and author has remarked that 90% of the success in writing depends on getting started and finished on time, and the bit in the middle is easy. It seems this principle applies to the whole process of research, just as much as to the writing phase (Denzin and Lincoln, 2003).

5 Results

5.1 Introduction

The sample used for this research was a purposive sample of Indian family owned businesses in Gauteng. Research data was collected from 10 Indian family owned businesses which were varied in industry type.

A list of was collected from a database of Indian family owned businesses in Gauteng from the Global Enterprise Family Business Consultants. The pre-qualification for the choice of samples was done telephonically and required that the business be established for more than 5 years and have female family members actively involved in the business on a daily basis.

The research data was categorized into the following categories:

Category 1: Biographical data on Indian Family Businesses.

Category 2: Research data on Participating Women, Men and Non family employees.

Category 3: Individual Characteristics of Participating Women pertinent to their role as an individual in the family business.

Category 4: Characteristics of Participating women pertinent to their role in the business.

Category 5: Role of Participating women pertinent to their family.

Category 6: Advice that participating women would give to other women in the family business

The categories and themes that emerged from the data analysis describe the commonalities that cut across the sample. Although these categories and themes initially appear to be unique they are actually related and interwoven with each other. Their interconnectedness will be noted in the discussion of each theme. The theory will be developed as progress is made through each category above. The dominant themes are: co-preneurship, trust, life stage, role conflict, flexibility, stereotyping, balancing and a new theme, male ego conditioning.

The female participants gave insightful self analysis regarding their roles in the family business and were passionate in relaying how they manage their family and business roles, this was evident by several similar characteristics displayed by each of them.

This can be summarised by the comments from one of the respondents:

“Muscles are not enough. You need strong feet (so you do not fall over) and a loud voice (so that you are heard) as well as a hard heart (because we women are such emotional beings, people especially men; use this as a loop hole”.

The majority of respondents were wives in family businesses who displayed a strong need to uphold the growth of the business by being supportive pillars to their husbands, and at the same time be able to have their own standpoint in the

business. Two of the respondents were single females and showed high concern for spirituality as a guiding factor in their roles in the family business.

The research also required the women to give advice to other females in family owned businesses. Some very insightful data was collected on this issue.

5.2 Explanation of the calculations

The raw data that was obtained in the interviews was analysed further to be presented in tables in this chapter. The frequencies from adding up the raw data were then used to calculate percentages as seen in the tables. Most of the data was also based on grounded theory where the data was organized into common themes and categories, which are also highlighted in some instances to illustrate their highest frequency.

5.3 Category 1: Biographical data of Participating Indian Family Businesses

Table 5: Characteristics of Participating Indian Family Businesses

Firm	Industry	Age	Generation	Number of Employees	*Number of Family Members	Number of Family Women
1	Printing	50	2	40	4	2
2	Fabric	14	2	55	6	3
3	Pharmacy	47	2	10	3	2
4	Warehousing/Transport	7	2	50	4	2
5	Motor Repairs	25	2	12	3	1
6	Recruitment	8	1	25	2	1
7	Furniture/Light Fittings	15	1	15	4	2
8	Investments	10	1	15	4	1
9	Flooring	35	3	400	14	4
10	Building/Electrical Maintenance	6	1	13	3	2

*Number of family members includes number of female family members active in the business

Table 6a: Age of Business

Age of Business	Frequency	Percentage
5-15	5	50
15-25	1	10
25-35	1	10
35-45	2	20
45-55	1	10

Table 6b: Geographic location

Geographic location	Frequency
Lenasia	2
Benoni	3
Fordsburg	2
Johannesburg South	3

The data in the tables above shows that 50% of the companies that were chosen are between 5 years and 15 years, while the other 50% comprised of companies over 15 years of age. The oldest company in the data is 50 years and spans

across 3 generations of family business. Table 6b illustrates the various geographic locations chosen within Gauteng, in which the family businesses were located.

5.4 Category 2: Biographical data On Participating Women, Men and Non-Family Members

Table 7: Characteristics of Participating Women

Firm	#Women	Age	No. years in Family Business	*Position	Salary Y/N	Education Level
1	Wife	37	20	Financial Director	Y	Matric
2	Daughter	37	14	Accounts Manager	Y	Matric
3	Wife	69	47	Pharmacist/Financial	Y	University
4	Daughter	24	1	Accounts and HR	Y	Matric
5	Wife	56	18	Admin: HR and Finance	Y	Matric
6	Niece	24	4	General Manager	Y	University
7	Wife	41	15	Financial Director	Y	High School
8	Wife	40	10	General Manager	Y	Technikon
9	Sister	51	30	Payroll Administrator	Y	Matric
10	Wife	51	6	Admin. Manager	Y	Matric

#Familial relationship to male interviewed in Table 4 below

*Most of the females have a Primary and Secondary Role in their function

The data in Table 7 shows that all the Indian women in family business are in positions that require financial control and management of assets in the business. Their duties also included the payment of salaries and wages to employees.

The results also indicate that most of the women have matric as an educational level. 6 of the 10 participants were spouses (married couples), 2 were daughters (father), 1 was a niece (uncle) and 1 sibling relationship (brother and sister).

Table 8: Characteristics of Participating Men

Firm	#Men	Age	No. years in Family Business	Position	Education Level
1	Husband	47	35	Director	High school
2	Father	68	45	Principal Member	Matric
3	Husband	72	43	Partner	University
4	Father	56	7	Managing Director	Matric
5	Husband	55	25	Director/Owner	University
6	Uncle	34	8	Managing Director	University
7	Husband	44	15	Director	Matric
8	Husband	39	10	Director	University
9	Brother	54	33	Director	Technikon
10	Husband	49	6	Principal Member	University

#Familial relationship to female interviewed in Table 3 above

Table 8 displays all the biographical data on the family men that were employed with the females in a family business. The predominant relationship was husband (6 couples), there were also two father relationships, one uncle and one sibling (brother) relationship. One distinct finding was in the position/title that each male had in the business, relative to the females. In relation to the females they all had senior management titles.

It was also clear that most of the men (50%) had university as their level of education.

Table 9: Characteristics of Participating Non-Family Member

Firm	Gender	Age	No. years in Family Business	Position	Education Level
1	Male	22	2	Graphic Designer	University
2	Male	40	10	General Manager	Matric
3	Female	40	12	Pharmacist	University
4	Female	23	3	Accounts	Matric
5	Female	31	1	Receptionist	University
6	Female	23	1	Special Projects Manager	University
7	Male	25	2	Sales Manager	University
8	Male	26	1	Short Term Consultant	University
9	Male	42	22	Fleet Operations Manager	Matric
10	Female	30	5	Auditor	University

The characteristics recorded in table 9 above, related to the non family employee in the business. An interesting observation is the average age of these employees (i.e. 30.2 years). It is younger in comparison to the male and female family members. The one non-family employee spent 22 years in the family business, which was the longest in comparison to the other non family employees.

Summary of Findings on Biographical data of the participating Indian Family businesses, the participating Indian females, males and non-family employees.

Business Type: To achieve a representative sample, diversity in the family relationships and in the type of business was included in the study. The businesses ranged from service, wholesale and retail, so as to gather data on women in their roles in different industries.

Geographic Location: The businesses were also chosen from the following areas to introduce variety- Benoni, Lenasia, Fordsburg and Johannesburg South. The interviews were conducted at the businesses in order to observe the individuals in their working environment.

Relationships: Instead of confining the study to one type of male-female relationships available in family business, a variety of business relationships was considered. From the 20 research participants the following relationships were

found: (10 females and 10 males), 6 were wife-husband, 2 father-daughter, 1 uncle-niece and 1 brother-sister relationship

5.5 Category 3: Individual Characteristics of Participating Women pertinent to their role as an individual in the Family Business

Table 10: Reason to join business

Reason for joining family business	Frequency	Percentage
Loyalty	2	20%
Obligation	2	20%
Grow the business	1	10%
Responsibility	1	10%
Co-preneurship	4	40%

Respondents were first asked to give reasons as to how they got involved in the family business. The results indicated that 40% of the women were involved as co-preneurs with their husbands, 20% joined out of loyalty, 20% joined out of obligation, 10% joined because the business was in a high growth phase and 10% joined because they felt a sense of responsibility to join their family business.



Table 11: Ethnic background of participating women

Ethnic Background	Frequency	Percentage
Muslim	3	30%
Christian	3	30%
Hindi	1	10%
Tamil	2	20%
Gujarati	1	10%

As one of the individual characteristics, table 7 above indicates that there were 6 types of cultural backgrounds from which the participating women came from: 30% were Muslim, 30% were Christian, 10% were Tamil, 10% were Hindi and 10% were Gujarati.

Table 12: Roles/Title of Participating Women in Family Business

Primary/Secondary Role	Frequency	Percentage
Financial Director	2	20%
Accounts Manager	2	20%
Pharmacist	1	10%
Human Resource	3	30%
Financial Administration	9	90%
General Manager	2	20%
Payroll Administrator	1	10%

Table 12 illustrates that all the participating women but one (90%) had a primary/secondary role/title in the family business as Financial Administration. Human Resource management being a primary/secondary role was 30%. General Manager comprised 20%, Financial Director, and Accounts Manager comprised of 20% for each role with Pharmacist being a professional role, 10% and Payroll Administrator 10%.

Table 13: Basic Life Stage of Participating Women in the Family Business

Life stage (age)	Frequency	Percentage
Early Adult transition (17-28years)	2	20%
Second adult life phase (30-40years)	3	30%
Middle Adulthood (40-50 years)	1	10%
Late phase (50 >older years)	4	40%

The life stage of Indian women was related to their age as per the study by Rajadhyaaksha and Bhatnagar, (2000). In this research, 40% of the women represented the late life phase, while only 10% represented the middle adulthood phase. The two females who were in the early transition stage were the two daughters.

Table 14: Qualities that Participating Women perceived they brought to the Family

Business (Life role salience)

Most Common Attributes	Unique Attributes
Trust	Tenacity
Honesty	Visionary
Commitment	Discipline
Dedication	Integrity
Loyalty	Entrepreneurial Skills
Passion	
Supportiveness	
Reliability	
Hardworking	
Intuition	

The personal qualities that participating women perceived they brought to the family business were categorised in table 9 above into: the most common and unique qualities by the use of *content analysis*. With the use of content analysis, the data were arranged onto an excel spreadsheet and the most frequent words are selected and categorised into common concepts. Most common attributes

were the ones most frequently mentioned by the respondents and the unique attributes were the ones least mentioned.

5.6 Category 4: Characteristics of Participating women pertinent to their role in the Business

Table 15: The advantages and disadvantages of being employed in a family business (as perceived by the women)

Advantages	Disadvantages
Lots of flexi-time for kids (e.g. sports day, sickness)	Lose out on social time with extended family and
No salary cut for extra time off	There is no switch off time between family and the
Go on vacations when you want to	Being a family member, more is expected from you
Learn to work with and trust your family members	Do not know when to stop (especially weekends)
Freedom to work and feels good	
Opportunity to learn and grow within Family Business	
Experience new challenges and learn to cope with it	
Take time off for yourself (facials, massages)	
You earn what you want and know what you can	
Time belongs to you and only you manage it in the	
Can work towards your own goals	
There are perks involved (e.g. profit sharing and	

The research data in table 15 summarises the advantages and disadvantages as perceived by the women in being employed in a family business. The advantages far outweigh the disadvantages.

Table 16: Level of Decision Making Given to Participating Women in a Family Business

Male-Female Configuration	Level of Decision Making by Women
Husband- Wife	High
Father-Daughter	High
Uncle-Niece	Low
Brother-Sister	Low

On asking the female participants in the different male –female relationships about their level of decision making within the family business, it was found that all the females in the husband-wife (i.e. all 6 wives) and father-daughter (2 daughters) relationships had a high level of decision making in the absence of the male. In the uncle-niece and brother-sister relationships the female had a low level of decision making and had to always concur with the male or other employees.

Table 17: Role Conflict experienced by participating women in terms of challenges in their work and personal roles in the family business

Work (Task)	Frequency	Personal (Relationship)	Frequency
To collect cash from debtors to ensure cash	5	Undermined by non-family employee when in position of	2
Manage buying process	2	Glass ceiling experienced in male	3
New pharmacy law took	1	Being a young single female family	2
Achieve balance	6	In co-preneurs: to be viewed by	4
HR issue: Employment	1	To separate work from family on	6
Dealing with wages and	5	Home-based business-have to	2

Table 17 shows how role conflict was categorized into work and personal.

The conflict roles with the highest frequencies will be discussed in more details in Chapter 6. The data was categorised as per the study by Cosier and Harvey (1998).

5.7 Category 5: Role of Participating women pertinent to their Family

Table 18: The achievement of balance by participating women in their family life based on their life stage

Early (Age: 24-40)	Middle (Age: 40-50)	Later (Age: 50-70)
Domestic and Cook	Domestic	No domestic
Outsource caretaker	Cook meals in morning	Do house chores in the morning
		Cook meals in morning/afternoon
Seek relatives help (in-laws)	Care for the elderly (parents or in-laws)	Retirement concerns
Work half days in family Business		

The research data in table 18 was tabulated as per the study by Gordon and Whelan-Berry (2004), to illustrate how the participating women at the three different life-stages, achieved balance in their family and business roles.

Table 19: Ranking of value type - Women

Type of Value	Percent of Overall Value	What
Significant Impact	53%	Business
Significant Impact	47%	Family

Each participating women was asked to split “100 beans” between their roles in the family and the business. They were asked where they had a greater impact. This would then illustrate the overall value add they delivered in their roles in the family and business. The total overall value could not exceed 1000 (i.e. 10 women x 100).

Table 19 indicates that the women ranked themselves as having more value in their role in the business which was 53% (530 out of 1000) and the overall value for their role in the family was 47% (470 out 1000). There was one female respondent who ranked herself with 90% business and 10% family; she can be considered an outlier.

Participating women were also able to add additional areas of value. The following other value types that were recorded in the interviews were as follows:

- ❖ Value of a “sounding board” occurred 5 times
- ❖ The value of health partner occurred 4 times
- ❖ The value of peace-maker occurred 3 times

Table 20: Summary of the Perceptions (by male relative and non-family employee) about the role of women in the family business

Perception	Frequency
Stern and orderly	3
Not too structured	3
Friendly and approachable	9
Very understanding and easy to work with	4
Trust	15
Passionate about work	11
Seen as a great asset in the business	12
Makes important decisions	8
Implements new ideas	2
Is very instrumental in her role of managing staff	13
Empathetic and supportive	3
Meticulous and demanding	2

The male relative and non family employee were asked to give their perceptions about the role that the female plays in the family business. The most frequent ones were: friendly and approachable, trust, passionate about work, seen as a great asset in the business, makes important decisions and instrumental in her role in managing staff.

Table 21: Ranking of value type – Male Relative

Type of Value	Percent of Overall Value	What
Significant Impact	49%	Business
Significant Impact	51%	Family
Overall	100%	

The male relative ranked the female as having 51% more influence in her role in the family than in the business.

Table 22: Ranking of value type – Non-family Employee

Type of Value	Percent of Overall Value	What
Significant Impact	57%	Business
Significant Impact	43%	Family
Overall	100%	

The non-family relative ranked the female as being more influential in her role in the business than in the family.

5.8 Category 6: Advice that participating women would give to other women in family business

Table 23: Advice to other females in family business

Women	Advice
1	Encourage other females to become involved in family business
2	When your kids are grown, it is easier to spend more time in the family business
3	By being involved in the family business it allows for easier succession planning
4	You will have arguments with your family members but that is life and business
5	Being a female in the family business you can be rational during arguments
6	You have to be tough and prepared to work in a family business
7	There is no way to master the male-female relationship in a family business
8	You have to work towards a common goal with your husband
9	The whole experience is one of support and understanding
10	Being a female you do have certain responsibility towards the family business

Each participating female gave very insightful advice regarding the involvement of other females in family business. The advice was all positive and all encouraged participation from other females.

5.9 Additional findings from study

(refer to appendices for graphical analysis)

a) Succession Planning

Much of the literature on family business is directly related to succession planning. This subject was prevalent in most of the interviews, although it was not included in the study.

The male relative who was a father mentioned the following: *“I believe sons and daughters bring equal value to the family business. I gave all my children equal shares so that when I am not here, they will give the business their total commitment.* In the corresponding interview with the daughter herself, she echoed her father’s sentiment: *“As children, we know that my dad was unable to takeover his father’s business when he was young due to lack of experience. My brothers and I are committed to living my father’s dream and to continue the family business he built”*

In the other father-daughter relationship the following was said by the father: *“Having my daughter at the helm of the business makes me confident that the business will continue to grow, she does not know it yet, but she is the choice of my successor in the family business”.*

The non family employee in this same family business echoed this sentiment in his interview as well and happened to be one of the non-family employees employed the longest in a family business:

“His daughter has been very instrumental in the growth of this business and has been involved in it from her schooling years; I will not be surprised if her father has earmarked her as his successor in the business”

b) Culture and Family Business

The family environment is where you learn and make sense of the business world. Values, personal habits and vices are all learnt in the family environment. The female respondents displayed a high regard for instilling the family values in their kids as it would shape them to become responsible individuals in the future. In most cases the male relative also ascertained the fact that the female always ensures that the kids are aware of their culture and learn to value their status in life not by wealth but by gaining knowledge.

Table 24: Education Level of all respondents

Type	High School	Matric	Technikon	University
Female	10%	60%	10%	20%
Male	10%	30%	10%	50%
Employee	0%	30%	0%	70%

The non family member employees have a higher level of education than the male and female family members.



c) Type of Ownership of Business

The biographical questionnaire also asked respondents to classify if their business was started, inherited or bought. The results obtained were: 80% of the family businesses in this study were started, 10% bought a business and 10% inherited the business.

6. Discussion of Results

6.1 Introduction

This study attempted to assess the role of Indian women in family business. The literature review in this field is very few and limited. This section relates the findings back to the literature, where applicable. It is important to note that in order to assess the role of the women in the family business; the research had to be categorized into three levels: the individual, the business and the family, and then focus on the role play between these levels. The researcher would also like to point out that only the type of role in each level was looked at and did not look at the influence those roles had on the success of the business. The findings of this research were then used to construct a model that shows the interplay of the various roles between the individual, family and business.

6.2 Biographical Data

This section serves to identify the advantage of using maximum variation in purposeful sampling, described by Cole (1997). By achieving this, the researcher had more confidence in the common patterns that emerged and also being able to describe the unique variation.

Some of the key findings were:

- ❖ Indian women were present in male dominated industries like motor mechanics, furniture fittings as well as building and electrical maintenance.
- ❖ The average age of the family businesses was 21.7 years.
- ❖ The average age of the Indian women active in a family business was 43 years which was younger than that of the men, who were 51.8 years. The average number of years in the family business was 16.5 years for the women, shorter, in comparison to 22.7 years for the males.
- ❖ The average age of the non-family employees was 30.2 years (younger than the family male and female members) and the average number of years in the family business was only 5.9 years.

It would seem that there is a similarity in the demographics of the male and female family members (in terms of age and length of years in family business) and they contrast with the demographics of the non-family members. This could be indicative of the fact that family members are longer associated with the family business than non family employees.

In attempting to achieve maximum variation in the business type and geographic location, the type of relationship that dominated the study was husband-wife which represented 60% of the relationships. In terms of the literature, very little research deals with the other relationships i.e. father-daughter, uncle-niece and

sibling relationships in family business. In conclusion, the specificity of the data could be accurate if one takes into account the homogeneous nature of the sample, however it would not be accurate to say that these results accurately represent the population.

6.3 Findings on Research Questions

Six research questions were proposed by the researcher. This paper attempts to assess the various roles of Indian females in their family, the family business as well their individual characteristics pertinent to these roles. The data was analysed in terms of common themes and categories prevalent within the literature review. An explanatory model on succession planning is then adapted to categorise all the themes of the roles of the women and display the interaction between the different levels of involvement. Each research question is now in discussed in detail.

6.4 Model of findings

Question 1- What is the reason for joining the family business?

Cole (1997) concluded the following reasons for women joining the family business:-wanting to help the family, filling in a position that no other family member wanted and dissatisfied with another job. In comparison to the study done by Dumas (1998), women tended to enter the family business in one of the following ways: - started at lower level and worked her way up to higher levels of responsibility, immediately began in management position, and in other instances, became interested when the business began to grow. These women saw the opportunity to do something in the business. The data represented in Table 6, is in agreement with the literature findings. One of the respondents made a remarkable comment in this regard: *“The decision to join the family business was a tough one. Working in the banking industry was different to working in a family business in a male dominated industry. I decided to take the risk anyway because the business was growing and my husband needed me”* (Grow the business).

Co-preneurship, as seen in Table 6 was the dominant reason for females becoming involved in a family business. From the interviews it was also apparent that 20% of the females joined the business out of obligation. A unique illustration of this is by the following words from the one female in a husband-wife relationship:

“I got pushed into it, I was employed in the insurance industry and my husband could not afford to employ staff, I had to leave and join him in the business”. This respondent further explained that even though she was obligated to join the business, her main concern was the challenge of working with her husband. This concern was also echoed by the copreneurs on joining their husbands in the business.

Loyalty and responsibility were among the other reasons that women joined their family businesses. The females who joined out of loyalty, the one was from the father-daughter relationship, where the father awarded shares to her and she felt that her loyalty lied with the family and she joined. Responsibility was seen as a motive by only one respondent, as she needed a job after her studies and her uncle needed a responsible person for his business so she joined him. It must be noted that the respondents had to relate their involvement with the family business by first speaking about themselves before joining, and then the actual motive for getting involved in the business. The motives were derived at from the primary reasons that were mentioned by the respondents.

In comparison to the literature studies by Cole (1997) and Dumas (1998), the reason that was not mentioned by any of the participants in this study was the dissatisfaction with another job.

In general, the motives for Indian women joining the family business were positive. They are enmeshed in the business and see several positive outcomes from their involvement. Most of them experienced a sense of achievement and fulfillment from their jobs and enjoy the enhanced job security and flexibility that family membership brings. These findings concur with the study by Cromie and O'Sullivan (1999).

In concluding this section, it is apparent that due to having a dominance of husband-wife relationships in the sample, the dominating reason for females in this study to join a family business was to pursue a co-preneur partnership with their husbands. Hence the first theme emergent in these findings is co-preneurship. As per the literature, it is mainly a partnership in which there equal involvement of the husband and wife in the management of the business.

Question 2- What are the individual characteristics of Indian women pertaining to their role in the family business?

i) Ethnic Background

Table 7 illustrates that 30% of the Indian women included in the sample were of Muslim origin and 30% Christian origin, and there was also a fair representation of the other ethnic groups present in the Indian culture (i.e. Tamil, Gujarati and Hindi). The conclusion from this is that, the participating females of this study had

a fair representation of the Indian ethnic groups prevalent in the South African Indian cultural context.

ii) Functional Title in Family Business

Danes and Olson (2003), state that role labels are used to describe a women's involvement in the family business as a family member. Some of these labels include: bookkeeper, employee, and negotiator. In a similar study by Poza and Messer (2001), role of CEO spouses can be viewed as formal or informal.

The research data in Table 8 concurs with the findings in the literature, indicating that all the women in this study were given formal roles which primarily consisted of financial management. An interesting finding in this study was that most of the women also had a secondary role function which was mainly Human Resources (included interaction and management with employees).

This was aptly summarised by a non-family employee as: *“the biggest loss in any company is time and that is why the management of employees has to be done effectively”*

The study done by Rowe and Hong (2000) concluded that some wives who were employed in the family business received no remuneration. The findings here as shown in Table 7 indicate that all females were paid a salary and hence do not fully support the findings in the study by Rowe and Hong (2000).

A commonality that was observed in the husband-wife relationships was that, the respondents were also expected to be general managers so as to be able to have a holistic view of the entire family business. This was especially an expectation from the husbands and the reason given by most of the spouses is that they were perceived to be the “boss’s wife” so it is assumed that they have knowledge of everything in the business. Thus the respondents had to become knowledgeable on all aspects of the family business. The emergent theme here was recognition of women and from the data; Indian women in this study were well represented and had a strong presence in the family business, in terms of their formal roles and job titles as well receiving remuneration for their role in the family business.

iii) Life stage of women

In a study of this nature it is imperative to take into account the life stages of the women in order to understand their roles. This is reiterated in the study by Nelton (1998). Table 9 gives a full account of all the females and their basic life phases, relative to their ages. From these results it can be summarized that most of the females were in their late life phase (i.e. older than 50 years).

An interesting remark in this regard, made by one of the participants was:

“If your kids are older and school going, you can give more time to the family business. When they are younger, you need more time at home. It is like a scale”.

In keeping with this, it can also be concluded that the wives had an equal representation of the second adult life phase, the middle adulthood and the older life phase, in contrast to the niece and daughter who were in their early adult transition years. Life stage is a dominant theme prevalent in this study as it reflects on the age of the female in relation to transforming of her roles with age.

iv) Life role salience

To appreciate the objective of this study, life role salience which refers to an individual's internalized beliefs and attitudes about the personal relevance of a role was included (Rajadhyaksha and Bhatnagar, 2000). This can be aptly illustrated by one of the participant's comment: *"I play a key role because of the characteristics and qualities I possess"*.

Table 10 reflects the salient roles that women perceive they display in the family business. An important finding which differed from the literature was the unique attribute of entrepreneurial skills that two females brought to their family business.

The first was an entrepreneur (owned a coffee shop) before her father allocated shares to her, to become a director in the family business. In this regard, her entrepreneurial experience is invaluable to her role in the family business.

The second female was a spouse employed in a male dominated industry. She initiated a light-fitting business venture on her own, while working in the family business of furniture fittings. She explained herself in the following manner:

“I wanted to do something different and on my own. I started a light-fitting venture on my own with imported products from China. I was excited about this business, but my dream was short-lived because I could not separate myself from the family business. As a result, I had to bring my business under the umbrella of the furniture fitting business so that I could still manage it. I must admit that was a milestone for me in my professional life.

When the female respondents were asked this question, the aim was to generate the personal importance that the female attached to her participation in her particular role in the family business. It was noted that all respondents mentioned trust as the primary salient role. *“I think a family business definitely needs a family member to control the finances so that there are no inconsistencies in the financial process. Ever since I have been in this position, we have never had discrepancies in the management of cash”.*

Once again a commonality that was prevalent in the spousal relationships was that the wives mentioned the following qualities they perceived they brought to the family business: supportiveness, intuition, visionary and discipline.

Question 3: What is the role of Indian women in the Business?

i) Invisibility Role/Glass ceiling

In the literature, the role of women in the business system is often characterized by the metaphor “invisible woman” (Danes, Haberman and Mctavish, 2005 and Danes and Olson, 2003). Most women in the study did not experience role invisibility with regards to certain relationships and contexts. There were three unique examples of role invisibility which can be clearly illustrated by the comments of the two women who worked in male dominated industries (motor repairs and furniture fittings) and by the husband employed in the investment company.

In the first context, the husband took a stand in the office by placing the following frame at his wife’s work station: *“Do you want to speak to the man in charge or to the woman who knows everything”* This helped to redirect customers to the wife instead of him attending to the clients all the time. The wife admitted that it was very supportive and made her more “visible” in her role to the customers.

The second relationship, in which there was invisibility experienced by the spouse, was in the motor repairs industry, which also showed how the husband eliminated the invisibility role of his wife to customers. He firstly made a point of not carrying the office phone with him when he worked in the workshop and this forced customers to speak to his wife. He also never told customers that he

worked with his wife: *“I always told customers to speak to the lady in the office, in this way they were not sensitized to our relationship as husband and wife”.*

In the third husband-wife relationship, the husband explained that due to his wife joining him at a later stage in the family business, he had to deal with the issue of customers insisting to speak to him all the time as they had done in the past. He remedied the situation as follows:

“Since my wife joined the business, we had to make time for ourselves. Dealing with the issue of customers persistently contacting me, I decided to invite the key customers to a social gathering. I made sure at these gatherings that each of them met my wife and after that I realized that the customers had no problem in communicating with my wife in the future. The social gatherings did the trick”.

The women in this study did not fall into the generalizations of glass ceilings, as per the studies by (Danes, Haberman and Mctavish, 2005). Their positions in the business demanded high levels of respect and they did not seem to be held back in the family business because they were women. This was aptly seen by the comment from the female in the sibling relationship:

“I must be honest with you, I have been with my family business together with my siblings and our entire family are very broad minded. Everyone in the family is encouraged to participate in the family business regardless of being male or female”.

In summary, the findings here differ from the literature in terms of the glass ceiling, but there was evidence of role invisibility with regard to customers only. These findings gave prevalence to the theme of invisibility.

**ii) The advantages and disadvantages of being in a family business
(as perceived by the women)**

When participants were asked this question the two most common responses were: *“Definitely advantages!”* and *“I don’t think there are any disadvantages”*

Once again content analysis was used to isolate the most frequent concepts to tabulate them.

In the study by Curimbaba (2002), the main advantages that were reflected were: flexibility in a family business allows women to combine career and child rearing duties, financial rewards and the possibility of receiving an inheritance.

To support this, Table 15 highlights the common advantages listed by Indian women. The key ones are: flexible time schedules which allow women to balance their family and business roles, opportunity to learn and grow within the business and the fact that time belongs to you. In conclusion the advantages mentioned are mainly intrinsic in nature. Working in a family business offers the female freedom in many respects and hence to achieve personal fulfillment.

The disadvantages cited in Curimbaba (2002) and in Rowe and Hong (2002) did not match those in this study. The literature listed the following disadvantages: working in a family business restricts career growth, and miss career opportunities, restrictions on education and remaining loyal to your partner. In contrast, the key disadvantages in this study were: the compromise of family time, there is no cut off time for the business and also being employed in the family business requires a huge responsibility from the individual.

Some of the responses from a few of the respondents highlighting some of the themes prevalent in this study are:

- ❖ “It feels good to be in the family business, you get an opportunity to learn and grow within the business, and you are given equal opportunities and respected for your contribution” (This highlights the theme of recognition).
- ❖ “*There is no set time for you. I can go home if my kids are sick and do my work there. No one will object to this and you manage your time*” theme of flexible role play between family and business).

iii) Level of Decision Making

The level of decision making given to the female in her role in the family business is indicative of a higher order of involvement in the family business (Danes and Olson, 2003). In addition, the authors mention that this results in higher tensions between husband and wife.

In Table 16, the findings show that all the females in spousal relationships had a high decision making authority. The data differed with the literature in regard to the fact that there was no indication of conflict if a female was given a high decision making authority in the family business. To support this finding, here is an excellent remark from a non-family employee: *“when she makes major decisions in the company, she makes the best ones for the business”*.

In the uncle-niece relationship and sibling relationship, the females had a low decision-making authority because decisions had to be made jointly and there was always a team of employees that were involved in the decision making.

iv) Role Conflict

Several researchers found role conflict problematic for women in family businesses because of the expected business role versus the family role (Cosier and Harvey, 1998). The research data was categorized into personal and work conflict experienced by Indian women. A good summary of these findings can be presented as follows:



BUSINESS

versus

FAMILY

Formal relationships	<----->	Informal relationships
Financial challenges	<----->	Financial control at home
Overtime	<----->	Family time compromised
Wealth creation	<----->	Health maintenance
Grow the business	<----->	Raise children
Role authority	<----->	Parental authority

Danes and Olson (2003), depict role conflict as the colliding of two worlds. One of the non-family members made a remarkable comment on his perception of how a female family member deals with role conflict: *“Takes the business like her family and the family like her business”*.

The results here are in keeping with the study by Foley and Powell (1997). The main one being that all females in the husband-wife relationships had experienced role conflict in the starting of their role as ascertained by the following comment: *“Initially when you start, you want to do your things your way. As time progresses you learn to accept your partner’s views”*.

To further analyse the data in Table 17, Cosier and Harvey (1998) mention three types of conflict likely to occur in family businesses.

- a) *Task conflict*: (differences directly related to the job and business, what needs to be done)
- b) *Relationship conflict* (affective conflict): Involves emotions and interpersonal relationships.
- c) *Process conflict*: disagreements with methods of doing things, how something should be done)

To summarise the data on conflict experienced by the Indian women in this study, the two types of conflict experienced were task and relationship.

The conflicts with the highest frequency will be discussed in further detail:

Task related:

a) To collect cash from debtors to ensure cash flow: The prevalence of this challenge can be related to the fact that almost all of the females were fully functional in financial management roles. The most common challenge they experienced was to collect cash from debtors and at the same time ensure that there is sufficient cash flow to run the business.

b) Achieve balance between wealth creation and health: Most of the women expressed this as a high concern. An important finding was that the women in the middle and late life stage decided to deal with this type of conflict by decreasing their work load and either hiring new staff or delegating their work. In support of this, the following was a comment from one of the respondents:

“By being the nerve centre in a family business, your energy levels become depleted and that is when you realise you have to start decreasing your duties/responsibilities to replenish your reserves”.

c) Dealing with wages and employees- viewed with scrutiny when you are a family member: One of the female respondents expressed herself emotionally when mentioning this challenge. She had the following outburst: *“When you are family and paying the employees their wages, you are always wrong!”* She explained that employees tend to question everything you do especially when the task was initially carried out by a non-family employee. Another respondent said: *“In a company you have employees and there will always be issues with remunerations no matter what”.*

Relationship-Related:

d) In the co-preneurs - to be viewed by the husband as a business partner when he viewed you as a housewife prior to starting business: almost all the spouses in the couple relationship expressed this conflict as a tough one to start with in the beginning of their ventures.

The most intuitive comment from one of the respondents: *“As women we always want to see things in a certain way, however, by working with your husband you have to learn to see things from his view in order to work towards that common goal that makes the business grow to the next level”*.

e) To separate work from family on weekends: This was also a very difficult challenge for most of the women. The difficulty results from the fact that they want the best for their business and family and both are part of their life.

A few of the respondents mentioned that they try to resolve this conflict by setting aside family activities and they also mentioned that when there are school holidays they take their children away and dedicate that time solely to their family.

Question 4: How do Indian women balance their family role with the business role?

i) Traditional Roles

According to the authors in literature, females become entrapped in their rigid “family” roles unless they individuate from their families, Poza and Messer (2001) provide the following traditional roles for females: caretaker, spouse, mother, negotiator, peacemaker, sound board. The results of this study confirm that the females still maintained their traditional roles but could individuate themselves from the business to maintain their role in the family.

ii) Role sharing

Gordon and Whelan-Berry (2004) have related the role of women in the family with the life stage level in terms of age. In keeping with this, the data in Table 18 was presented in a similar way to illustrate the manner in which Indian females balance their family role. The following is an in-depth discussion of the 3 life stages and the role sharing in each:

- ❖ Early life stage: All the women who were interviewed were asked to give an account of their early adult life. As evident from Table 14, women early in their adult lives focus primarily on developing structures for childcare (i.e. getting a qualified nanny and seeking help from relatives). Their needs focused primarily on household management (i.e. preparation of meals and laundry). 6 out of the 10 females mentioned that the support of their spouse/partner in household management and career management was invaluable.

- ❖ Midlife: Women at midlife in this study had school-age children or young adult children who have recently begun to live on their own. The primary duties included organizing transportation to school for the kids (either outsourced or done by self) as well face the challenge of additional family responsibilities, taking care of aged parents or in-laws.

- ❖ Late Life: An interesting finding in this group of women was that they also still desire challenges and advancement at work as well as some of them focused on their retirement. This is in direct relation to the findings by Gordon and Whelan-Berry, (2004). Due to the absence of children at home, the daily logistics of living change with managing the household chores themselves. A few women expressed concerns of health and decided to reduce their workload by outsourcing it to employees so as to balance their workload and health. Some of the women also had increased dependent care responsibilities (i.e. care of grand children).

From Table 18, it can also be concluded that as the life stage and age of the female increases so too does the time that she spends in the family business. One female respondent put this into context by saying the following: “*Knowing who I am, where I intend to be and how I intend to get there, helps me maintain my balance/equilibrium*”. Lee, Danes and Mack (2006) stated that role sharing involved delegating tasks and duties to others in order to be able to work in the family and business spheres. The findings have definitely shown that the women have executed their role sharing very well, in order to cope with their family and business tasks/responsibilities

iii) Ranking of Value type: women

In order to further validate the data presented by the females on balancing their family and business roles, the respondents were asked to “split 100 beans” in terms of ranking where they had more influence/significance: family or business.

The quantification of this data illustrated that females felt they had more influence in their business role with a ranking of 53% and their family role received a ranking of 47%. There was only one respondent (the niece) who can be considered an outlier because she ranked herself individually as having 90% business and 10% family. The reason for this was that she spent till late hours in the office and also spent weekends at the office. She motivated herself by saying that she loves what she does and cannot leave work undone; she also classified herself as a “workaholic”. This data will be further analysed, when compared to the ranking of the male and non-family employee perceptions.

The additional areas of value mentioned by some respondents were highlighted because these particular respondents made special emphasis on these areas.

“Sounding board”- this was ranked because the female always found herself in apposition where she had to help others make sense of a situation.

“Health partner” – This was particularly evident in the spousal relationships where the wife was insistent on focusing on health issues, e.g. going to the gym, or for morning walks with her husband.

“Peacemaker”- This was also an interesting finding. Females often found themselves at home and in the business, being the person who has to resolve tensions either among family members or between employees.

Question 5: What are the perceptions (by a male relative and non-family employee) about the role of women in the family business?

Table 20 displays a summary of the perceptions of the female in her role in the family businesses. The perceptions with the highest frequencies will be discussed here.

i) Perceptions about the female by the Non-Family Employees

a) Trust: Almost all respondents emphasized the issue of trust and related it to the functional role of the female (i.e. financial control).

“If you have a family member in the finance department, she surely cannot steal from herself and her business”.

b) Friendly and approachable: Most of the non-family employees perceived the female family member as a friendly and approachable person to work with. They also made note of the point that it was important to have this attribute because of the position that the female held in the family business (i.e. mainly financial).

c) Passionate about work: This response was almost always mentioned first by the respondents. This implies that the females displayed lots of enthusiasm and energy in their roles in the family business. More importantly they enjoyed their work

d) Seen as a great asset in the business: *“She is a great asset in the business as she manages the important assets in the business financially and thus is a vital employee in her role in the family business”*. This is indicative of the functional role that females have in the business.

e) Makes important decisions: This response was very interesting and linked to the finding that Indian women in family business are acknowledged for their decisions in their roles in the family business.

f) Is very instrumental in her role of managing staff: This is representative of the fact that most of the Indian women in this study are also responsible for the management of staff. This is also indicative of their secondary role functions in the family business.

ii) Perceptions about the female by the male relative

In a study of this nature the subject of gender difference is bound to emerge.

A lot of the differences in perceptions were found in the spousal relationships.

A very pertinent comment was made by one of the male respondents: *“I appreciate my wife in her role in the family business but in the end, I am the MAN and the final decision rests with me”*. This response was definitely indicative of gender discrimination.

Another response made: *“My wife has been a long time in the family business and I personally think she belongs at home now with the kids, it is time for her to leave the business”*. This response also illustrated stereotyping of the female.

An interesting observation from the study was that the other male relatives i.e. uncle, brother and father were very supportive of the female employed in the business. This is discussed in further detail under additional findings.

A marked comment here was: *“The role of my wife. Now that is not so easy to define. In our relationship we have had a number of years to clarify our roles within the family. For example, cooking, buying groceries, disciplining the children and the common one, remembering the birthdays and anniversaries. Now in the business, it is a similar condition, we had to assign roles and responsibilities which I must say was just as challenging as in the family.*

Therefore it is very important that my wife and I have assigned roles and responsibilities in order to maintain a prosperous business and even more important, a lasting marriage”.

This copreneur was an exception to the others, he openly accepted his wife and focused on common goals and did not display any feelings of negativity towards his wife’s involvement in the family business. He did admit to tension in the relationship, but said that they learnt over the years to reach compromises.

Thus in conclusion, the perceptions by the male relatives, and non-family employees and especially the copreneur partners, revealed similarities and differences. The differences in perceptions between the two groups were the emergence of the themes stereotyping and gender discrimination by the male relatives. The common theme was trust which was attributed to the functional role of the female in the business.

iii) Ranking of Value type: Male and Non-family employee

The results depicted in Table 19, 21 and 22 shows the perceived significant influence that the female has in her role in the family and business.

The perception of the male relative is that the female was ranked as having a higher significant influence in her role in the family than in the business. The perception of the non-family relative about the female, ranked the significant role in the business, higher than in the family.

In assessing these results, it expresses the fact that the male relative views the female relative as being more influential in her family role than in her business role. It can be deduced from this that the male relatives in this study have not fully acknowledged the female in her role in the family business.

In contrast, the non-family members who are closely associated with the female relative in the business environment acknowledge her active participation in the business more than in the family.

From the analysis provided, the themes that are emergent here, is that the perceptions that the male relative have communicated, is subject to issues of gender equality and stereotyping.

Question 6: What advice would you give to other females in family businesses?

The aim of including this open-ended question in this study was to highlight the importance of having females employed in a family business as well as gain a perspective on the positive elements that facilitate their roles in the family business.

The most outstanding advice was the following: *“Do not fight your submissive role because inherently you have to be the submissive person to your husband”*.

This particular respondent motivated her response by further explaining that she actually learnt that you should accept your husband as the head of the business and the family and it becomes a defeating exercise to be on his level or even ahead of him. She found that the result was interesting and their relationship improved because the male accepts you as his subordinate but actually gives you more power than before, with the perception that you are on the same level as him. This particular respondent ended this point with the following: *“But in my mind I know who runs the show here.”*

In support of the above respondent, another respondent employed in a male dominated industry said the following: *“It is a position you have to fight for, you got to be tough and ensure you have a strong marriage to embrace the challenges”*. This respondent also mentioned that: *“Nobody has mastered the male and female relationship in family business. You as a female have to earn a lower salary in order to appease your husband”*.

This was echoed again by another spouse: *“I learnt that if you give in a little then you get a whole lot more in return. What I really mean is that, I let my husband believe that he is the boss in everything that we do, and in that way, I ultimately become the boss and he starts to accept my decisions and actually listens to me from then on. This is quite strange but it actually works!”*

From the above comments, it can be deduced that women (especially the wives) in this study who worked in a family business had to portray the perception that the male is the dominant factor in both the family and the business in order to be accepted on the same level as him. This tactic that was used gave rise to a new phenomenon in this study. The researcher has called this:

“Male Ego Conditioning”

Male Ego Conditioning

The emergence of this new theme will be a first in family business research. The female spouses in this study have unconsciously conditioned the ego of their husbands. They achieved this by allowing their husbands to maintain their ego of being the dominant factor in the family and business but at the same time gained the benefit of being treated equally and given even more leverage in their roles in the family and the business.

The other advice shown in Table 17 showed that most of the females in the study motivated the involvement of other females in the family business because of the following:

- ❖ “To uphold the strength of the family business”
- ❖ “To become a pillar of strength for your husband”
- ❖ “There are times when you will have disagreements with family members but that is life in a family business and it is what you make of it “
- ❖ “You have to be tactful in the decision-making and over time it becomes second nature to you”

Some of the advice was also related to the theme of life stage:

- ❖ *“if your kids are older and school-going, you can spend more time in the business, when they are younger you spend more time at home, it is like a scale”*
- ❖ *“Being female you have to see the balancing of the family and the business or else you will experience difficulty”*

In conclusion, some powerful words were used in giving advice to other females. The advice given from married females was especially insightful and generated a good learning point and theme for other females in a family business, i.e. conditioning the ego of their partners.

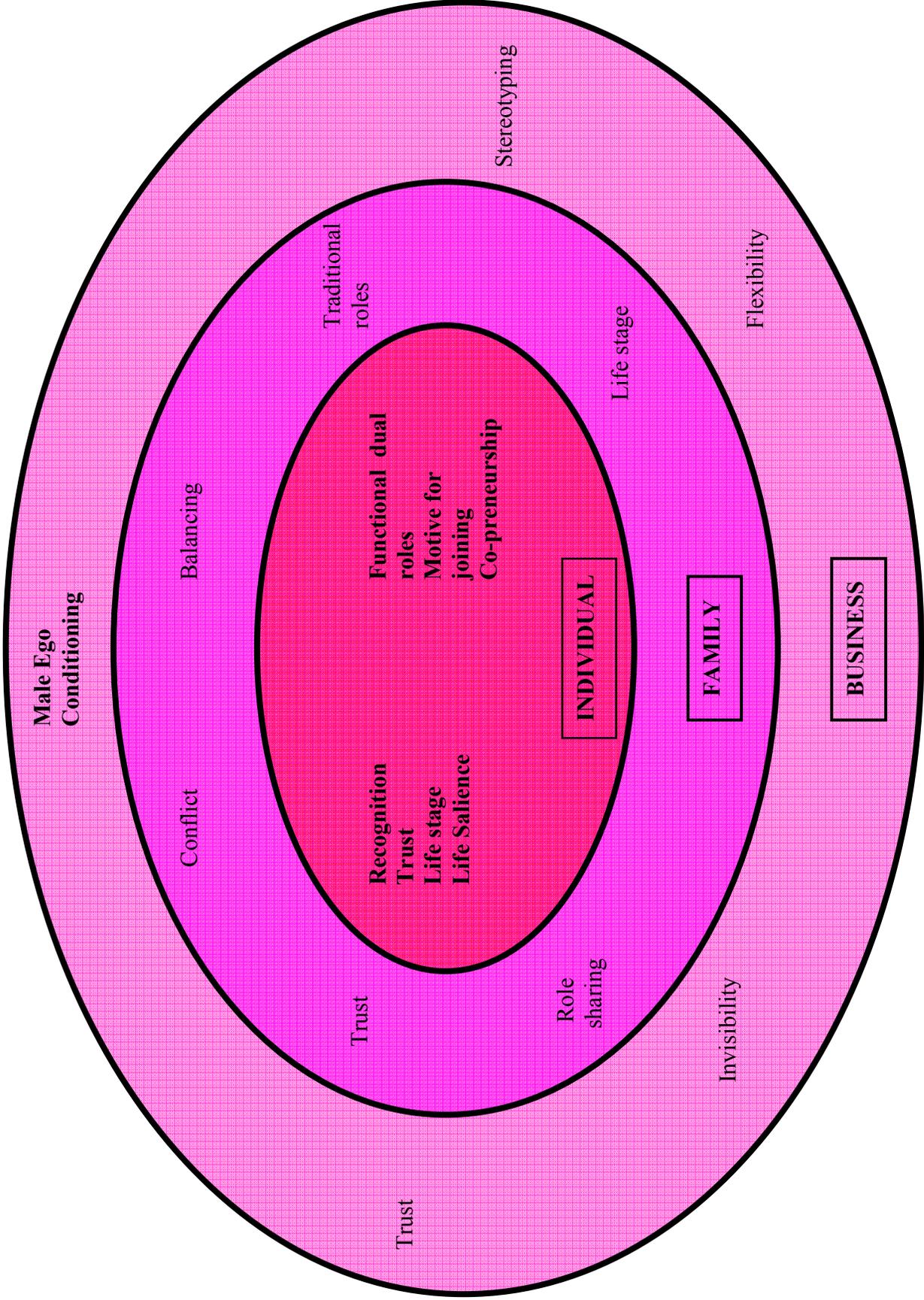
Thus, a new theme was borne from these findings and will be valuable in future family business research.



Table 25: Comparison of findings in the study with the literature review

Category	Theme	Lit Review Only	New findings/differences in Study	Study Only
Involvement in Family Business (Motives)	Co-preneurship	Wanting to help family, fill in job position, dissatisfied with other job Start at lower level and become promoted, began in management position, growth in business	Dissatisfaction with another job was not a reason found in the study	Loyalty Obligation Grow the business Responsibility Co-preneurship
Individual	Recognition Trust	Functional dual Roles	Indian women have a primary and secondary functional role	The most common role was in financial management
	Life stage	Life Stage		
	Life Role Salience	Life Role Salience		Unique attribute of entrepreneurial skill
Business		Invisible Role	In the study, there	In this study,

Figure 3: Model adapted to illustrate role interplay of women in family business



6.5 Conceptual foundation

The Transgenerational model by Lambrecht (2005) was used to guide this research. It was used as a base for this study, to construct an overlay model. The context is seen as the business system and the family system. The presenting context is the overlap of family, business and individual systems. A major premise of the model is that each of the presenting contexts is crucial to the understanding of the roles that women have in family business. Women provide the pliable adhesiveness that holds the family and business together.

The aim of this adapted model is to illustrate how individuals (women) within a family business system, negotiate their roles across the systems and how they establish involvement and commit to each role is critical in understanding the context of the adapted model.

6.6 Proposed Model

The roles that were prevalent at each interface were reclassified under the individual, family or business levers. These roles gave rise to prominent themes in each category. It is evident from Figure 3 that at each lever, trust is the common theme that cuts across the boundaries of the individual, family and business, illustrating the dominant theme prevalent. There is constant

interaction between the roles in the individual, family and business. For example, the functional role of a female in a business can be financial manager, which at home is mother/caretaker, and the balancing role can be used to maintain the roles at all three levels.

What makes this study different is the emergence of the theme: Male Ego Conditioning. It was a tactic used by most of the spouses in this study, to be able to work in the family business by allowing their partners to perceive their dominant positions in the family and business. The result is of using this tactic is quite interesting, in that the female gains more respect and leverage in terms of her roles in the business and the family.

6.7 General Observations of the female in her working environment

The researcher made special note of observing the female in her natural environment in the family business. The observations were summarized into the following categories:

a) Environment: All the respondents except (the pharmacist and the spouse in a home-based office), who were interviewed were based in office environments with structured departments. The offices were either closed or open planned.

The females looked very comfortable in their environment. However, a distinctive observation was the work overload they had on their desks. The interviews always ran over time, due to interruptions from the telephone and

employees needing signatories/enquiring about something urgent. The words that were often used:

- ❖ *“Please excuse for a moment, but I have to do this now,”*
- ❖ *“Sorry for the interruption, but this is how my day usually is, sometimes I forget, even when nature calls.*
- ❖ *“My job is really hectic here,”*
- ❖ *“Mr. X, I tried my best to sort out your medical aid query, but you have to phone them yourself to resolve that issue,”*
- ❖ *“Can you please hold my calls for the next 10 minutes so I can give this lady my time”*

These were some of the comments that were noted during the interviews.

The business (physical) environments appeared to be bright, clean and conducive to the work of each business.

b) Spouses: Due to interviewing each respondent separately, I noticed that with the spousal relationships, the female exhibited a little tension when approached by her husband with regards to work-related issues. The researcher also listened to the female discussing home issues with the husband, e.g. a concert that was being held in the evening at the school for the kids. Other pertinent observations were that if the female had to do something urgently for her husband, she excused herself from the interview and attended to it timeously.

c) Male Relatives: The researcher noticed a big difference in the office environment of the male relative. The office was separate from all the staff. The male was interrupted to a very small extent during the interviews. When the aims of the research were explained to them, their key focus seemed to be autonomy. They often spoke about strategy for the business growth and their vision for the new year. The brief interruptions that were noted during the interviews were as follows:

- ❖ *“Please tell Mr Y to contact Z supplier to confirm order number”*
- ❖ *“I firmly instructed you to stop working on that product”*
- ❖ *“Please hold my calls for the next 30 minutes”*
- ❖ *“Can you please bring me my coffee now”*

d) Non-family Relatives: Some of the employees seemed to be reluctant to answer the questions as they thought it would influence their relationship with the family members. The researcher had to constantly assure the non-family employees of confidentiality during the interviews:

- ❖ *“If you tell the director I said this about his wife, I will deny it ok (jokingly)”*
- ❖ *“Will you be using my name in your research?”*

In general, the employees seemed content and had positive interactions with their bosses and each other.

Summary of Observations

The females were very busy in their work environments. This is related to the fact that they have dual work roles. They seem to be very industrious in their roles and deal with situations on an adhoc basis. In huge contrast to the males, who seem very authoritative in their positions and delegate most of the tasks that demand their attention. For the men, the key focus seemed to be autonomy and for the females the key focus seemed to be intimacy, which emphasizes joining together rather than separation of self. The non family employees were very committed to the business and did not experience any type of indifference from the family employees.

7. Conclusion

“The ticking biological clock is a powerful influence on the role of women in family business”.

Creating a balance between work and family is complex for women who are working in a family business, in addition to performing their family role. The work roles of these women are further complicated in that women often work without pay or a job description.

The intent of this study was to extend previous research into the role of women in family businesses by using data from a small representative sample. Ten family businesses were chosen and 30 respondents were interviewed to provide data on the role of the women in a family business.

The objective of this study was to:

- ❖ Identify the key roles of women in family business from literature
- ❖ Determine to what extent these roles identified can be applied to the individual, family and business levels
- ❖ Then establish a model which illustrates all the key roles of Indian women in a family business as well as their inter-relationships with the family.

From the literature review, 3 main categories were identified: Individual, Business and Family. Within each category, the following key roles were extracted: functional, life stage, life role salience, invisibility role, role conflict, traditional roles and role sharing. The resulting themes from these roles were as follows: motives (to join family business), recognition, trust, flexibility, copreneurship, conflict and a new theme called male ego conditioning. The key findings were illustrated in a model (Figure 3). The figure depicts a composition of the various roles of Indian women, at the 3 different interfaces (i.e. individual, family and business). The most emergent themes in the study were copreneurship coupled with trust. Most of the findings were prevalent to the dominating male-female relationship, husband-wife. They represented 50% of the familial relationships. The new theme emerged as a result of having a large representation of copreneurs in the sub-sample. The first theme that emerged in these relationships was role conflict, which was more prevalent in the spousal relationships than with the other females, who enjoyed their careers in the family business. Male ego conditioning the other theme, that was a new way of addressing gender discrimination and stereotyping of Indian women in the family business especially in the copreneurial relationships.

All the female respondents were given functional roles and all of them had a primary role and secondary role in the family business. A distinct finding was that almost all the females were in positions of financial control. The females expressed themselves very well in terms of their roles in the family and in the business.

It can also be concluded; from the research that intensity of involvement in various roles was affected by age of the female respondents. Age can be a proxy in analysing the relationship between role involvement and also well-being; because it is an indicator of the varying needs for social integration over the life course. This was evident from the findings on the life stage role and life salience role. Females tended to transition in their roles as they got older. The role and responsibilities changed through the basic life stages: early adult transition, second adult life, middle adulthood and late phase.

This study included the perceptions of male relative employees and non-family employees on the role of the female in the family business. From this data, it can be concluded that there was evidence of gender discrimination and stereotyping by the male relatives only. Females only experienced the invisibility role in respect to customers.

In conclusion, the role of Indian women in a family business is very pertinent and understanding their roles can assist consultants and practitioners to develop and maintain healthy family businesses.

7.1 Recommendations

This study has implications for both business research and practice. It is believed to be a first attempt to assess the roles of Indian women in family businesses in South Africa. Most studies of family-owned firms focus on the founder, the business's managerial practices, or succession issues. The following are recommendations:

- 1) Family firms should mirror the gender stereotyping and discrimination found in a society at large, and embrace it in the business context.

- 2) Understanding the roles of Indian females in a family business can assist other South African Indian family businesses to realise the full potential of these females and their value add to the business as a whole.
- 3) Family business professionals should encourage their clients to recognise the contributions of wives to family businesses.
- 4) Although women are a prominent force in family firms, they are not always included in the business's decision-making process. Professionals should encourage women to participate as equal partners and support those who do.
- 5) Too often, succession involves transfer from founder to off-spring; this issue is now also significant among businesses owned by couples. Succession planning should be taken into account when the wife has to suddenly takeover the family business. She must be equipped with skills to help the business take best advantage of managerial styles of all family members.

7.2 Value of Research

This study allows you to develop an understanding of women's presence and contribution to the family firm. It also enabled better understanding of the women's participation and decision making in these firms. The present research aims to add to the extant literature by examining the roles of Indian women in family businesses and raise social awareness surrounding familial entrepreneurship opportunities for these women. Furthermore, this study can add value to South African family businesses by motivating them to empower women within their business towards entrepreneurial activities and also by stimulating further research on this topic for all women who are in family businesses.

More empirical research is needed to understand especially married women within family businesses. Regarding their work roles, the context in which they execute their roles and how these factors impact their overall well being.

This study is different from other studies in the field of family business research because it focused on Indian South African women and looked at their roles in a composite way than to other studies. Another major difference is that it openly addresses recommendations by the women that can be used in family business practice by consultants to ensure healthy family business relationships with regards to women and their involvement in their family businesses

7.3 Implications for Practice

An important question to address is how this study is related to practice and research. A discussion of transferability will help in the understanding of how these findings and theory may be useful to family business practice.

Transferability is the degree to which the results can be transferred to other contexts. This is strengthened when those transferring the results evaluate the appropriateness of the transfer. With this in mind, the results in this research can be used on a twofold basis: may be used as guidelines for consultants and advisors working with business couples as well using it when working with other partnerships in family business, that is siblings, father daughter and uncle niece relationships.

One of the strongest implications for practice is the potential use of the framework in this study as a diagnostic tool for evaluating women's' decisions to participate in the family business and to take a leadership role as well

7.4 Future Research areas

The limitations of this research lead the way for further research. An interesting take off point from this research would be to establish whether the findings presented in this paper could be generalised across different cultures and countries, and also to see if there are any significant differences to the findings in this study.

The next take off should be a deeper exploration of the new concept that the researcher unveiled in this study, male ego conditioning. Future studies should establish the presence of this concept especially in copreneurial partnerships. A large scale study which delves into the issue of men and women in family businesses and their participation and leadership in the firm should also be conducted.

It will be necessary to test the model in Figure 3 to empirically test the relative roles of the women in family business and their intensity at each level.

Therefore a quantitative study could be undertaken, the aim of which would be to correlate the roles of the women in the family and business.

An interesting area of specific research which this current study paved the way for is to investigate if most females in family business are always in positions of financial control. Other areas should include, the role of women in relation the success and management of a family business,

Despite the limitations of this study, it is believed that it is significant as it adds to the extant of literature on the minority group of Indian females in South Africa as well as to the studies done on Indian family businesses in South Africa.

7.5 Concluding Remarks

One might wonder how young wives/females/daughters/nieces/in-laws, thinking of joining the family business may interpret the findings from this research.

Although the answers can come only from the females themselves, the findings of this study indicate that these women would most likely join the family business.

The researcher undertook this study to assess the roles of Indian women in a family business. The roles of Indian women in a family business are composite in nature and the female is able to interplay these roles at an individual, business and family level in order to cope with her family and business responsibilities. It is hoped that this research unveiled a better understanding of the roles and will add to the knowledge base for Indian family businesses in South Africa. Although research is still very limited in this domain in family businesses, the researcher believes that the findings in this report have assisted in answering the research question. The following quote is a parting thought on women and their roles in life:

“As a kaleidoscope that produces changing patterns when the tube is rotated and glass chips fall into new arrangements, women shift their career patterns by rotating different aspects in their lives to arrange their roles and relationships in new ways” (Terjesen, 2005)

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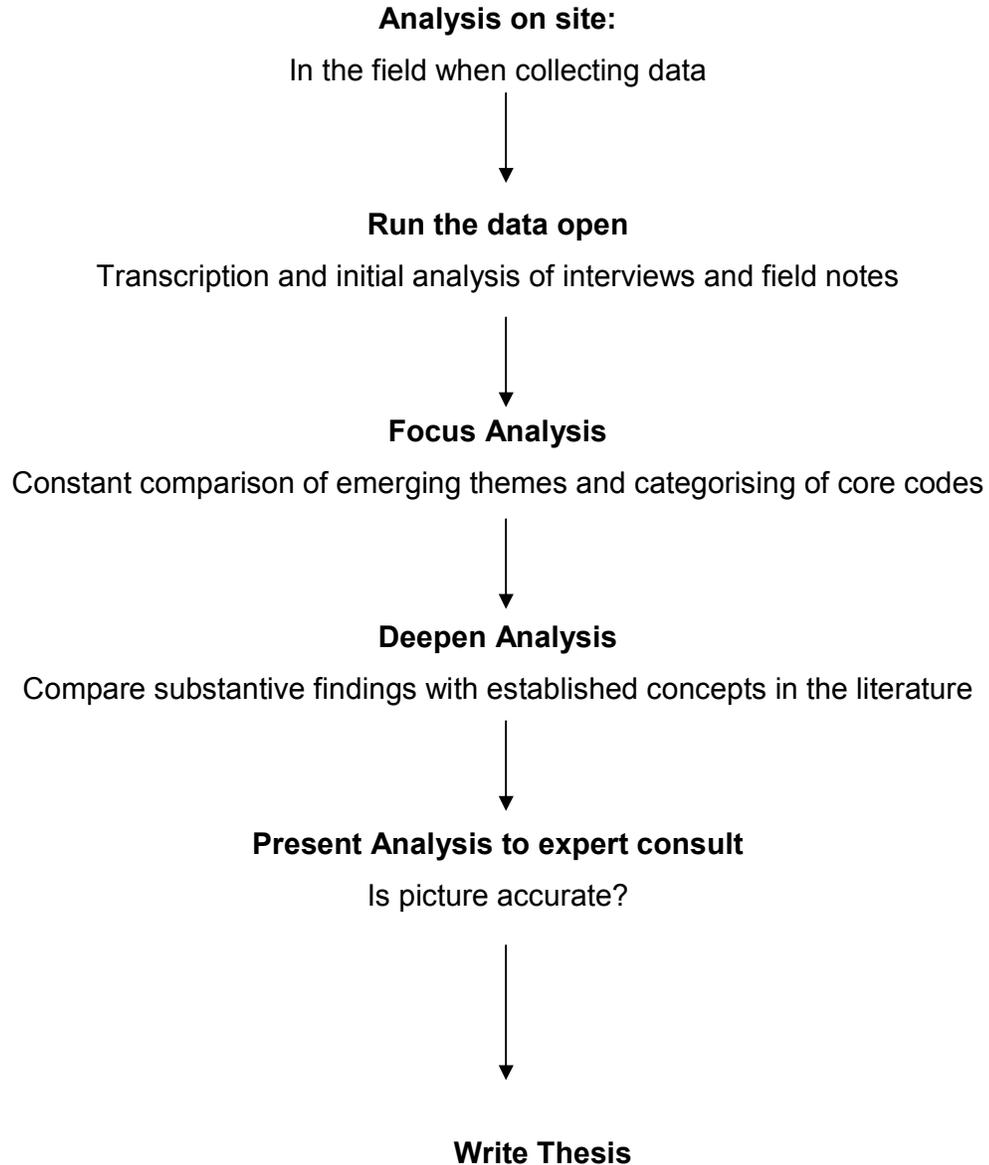
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Appendix 1

PROCESS OF INDUCTIVE ANALYSIS



Appendix 2: AI Protocol

Appreciative Inquiry Process

A. Introduction

The Appreciative Inquiry process that will be used is a method for exploring the unique characteristics and involvement of Indian women in the family business. The data collected here will enable the researcher to locate, illuminate and understand the roles of Indian women that are prevalent within the family and business.

- i) Personal introduction: Reishana Hoosen (MBA student: GIBS)
- ii) Aim of study: to assess the role of Indian women in family business
- iii) Address the issue of anonymity and the use of the data collected
- iv) Inform respondent of the number of respondents already interviewed

B. Collect Variables on Family and Business

Individual: Age, Education, Formal or Informal Position in family business

Family: Family size

Business: Duration of Business, type, establishment

C. Reasons for Joining Company

Research Question 1: Ask respondent to tell you how they got involved in the family business: reasons for joining. Also ask about adv. and disadv. of being in a family business

Research Question 2: Ask respondent to describe a typical day in the family business (her roles/duties) and also include before coming to the office.

Research Question 3: Ask respondent to relay an incident where she had a conflicting ideas to her male family member and then to an employee and customer (challenges)

Research Question 4: Ask respondent to reflect how she entered the business and how her role changed with the business and family

Research Question 5: To male relative and non family employees, how do they perceive the role of the female family member in terms of:

Her business role,

Decision making,

Value to the business/family (100 beans to split)

Research Question 6: Ask female respondent, based on her personal experiences in the family business, what advice would she give to other females in a family business

Conclusion of Interview

- Recap the main points of the narrative analysis to clarify any uncertainty.
- Ask respondent if there is anything they would like add that was not discussed. End with: Do you have any other thoughts about your role in the family or business that your would like to discuss.

Refer to Induction analysis for post interview process.

Appendix 3 PURPOSEFUL SAMPLING QUESTIONNAIRE

COMPANY	INDUSTRY	AGE OF BUSINESS	NO. OF EMPLOYEES	NO. OF FAMILY MEMBERS WORKING	NO. OF FAMILY WOMEN ACTIVE IN THE BUSINESS						
<p>Ownership</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 50%;">Pty (LTD)</td><td style="width: 50%;"></td></tr> <tr><td>CC</td><td></td></tr> <tr><td>PARTNERSHIPS</td><td></td></tr> </table>						Pty (LTD)		CC		PARTNERSHIPS	
Pty (LTD)											
CC											
PARTNERSHIPS											
<p>HOW MANY GENERATIONS ESTABLISHMENT OF THE BUSINESS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 50%;"></td><td style="width: 50%;"></td></tr> </table>											
<p>Bought / Invested</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 50%;"></td><td style="width: 50%;"></td></tr> <tr><td>Started</td><td></td></tr> <tr><td>Inherited / Given</td><td></td></tr> </table>								Started		Inherited / Given	
Started											
Inherited / Given											
<p>CURRENT POSITION OF FEMALE/S IN FIRM</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"></td> <td style="width: 10%;">DIRECTOR</td> <td style="width: 10%;">PART-TIME</td> <td style="width: 10%;">FULL TIME</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>							DIRECTOR	PART-TIME	FULL TIME		
	DIRECTOR	PART-TIME	FULL TIME								





Appendix 4

Gordon Institute of Business Science: MBA Research by Reishana Hoosen

Assessment of the Role of Indian Women in Family Business in SA Women in Family Business

1. How did you get involved in the family business (FB)?
2. Tell me about your role in FB?
3. Can you describe your typical day in the FB?
4. What kind of qualities do you bring to the FB (eg. Skills, assets, perspectives)
5. Where do u see yourself having more impact: Family or Business?
(SPLIT 100 BEANS)
6. Name a few advantages and disadvantages of working in the FB?
7. What is the level of decision making that you have in your role and in the business as a whole?
8. What challenges have you faced or are facing working in the FB?
9. When does the male mainly encourage your involvement in the FB?

10. Is there anything more you would like to add about your role in the FB?
11. How do u balance family (motherhood/childcare and work) with (FB)?
12. What advice would you give to other females in FB?

Name: _____

AGE: _____

Of children: _____

#Years in Family Business: _____

Position in Family Business: _____

Marital Status: _____

Relationship to Male Interviewed: _____

Education level: _____

Recieve a salary: yes/no



Appendix 5

Gordon Institute of Business Science: MBA Research by Reishana Hoosen

Assessment of the role of Indian Women in Family Business in SA

Men in Family Business for Non family Employee

1. What is the most significant influence of your wife/daughter/other female relative in the family business?
2. Describe the role of the female relative in the family business?
3. What is the level of decision making given to the female relative in the family business in her role and also in the business?
4. Where do you think the female has a more significant role: Family or Business (SPLIT 100 BEANS?)
5. Describe a typical working day for yourself?

Name: _____

AGE: _____

Of children: _____

#Years in Family Business: _____

Position in Family Business: _____

Marital Status: _____

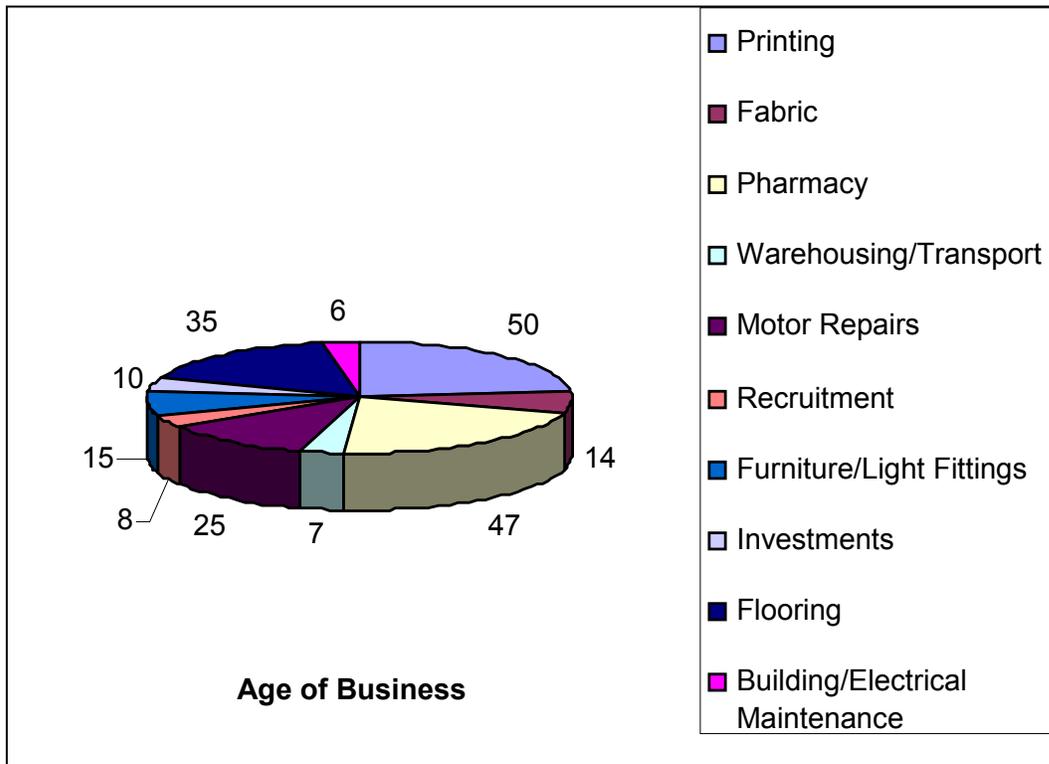
Relationship to Female Relative: _____

Education Level: _____



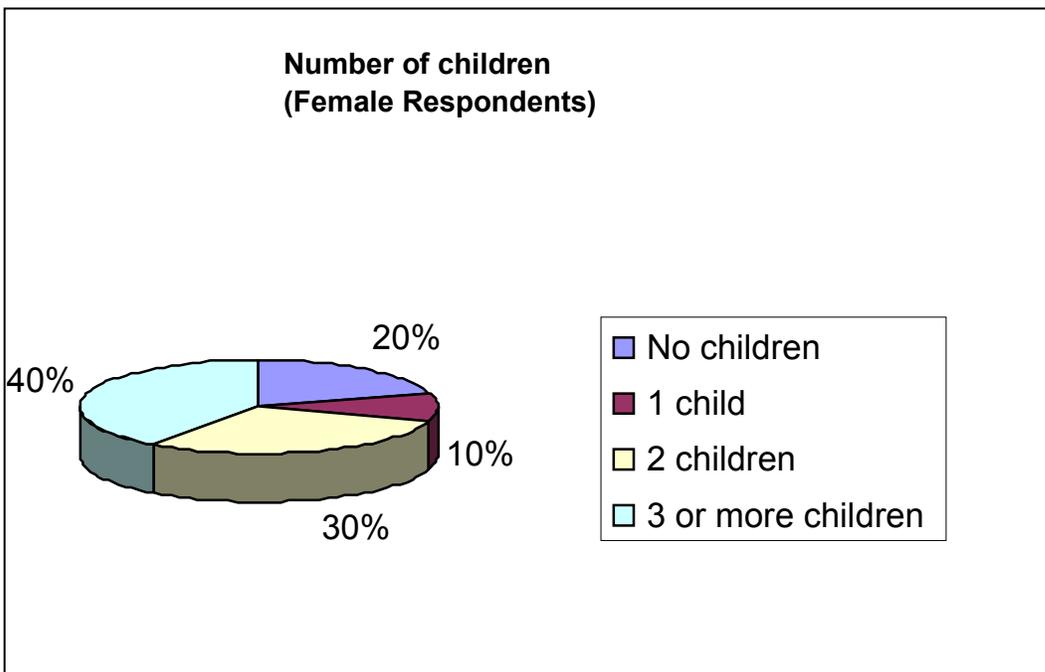
Appendix 6

Figure 4: Age of Business



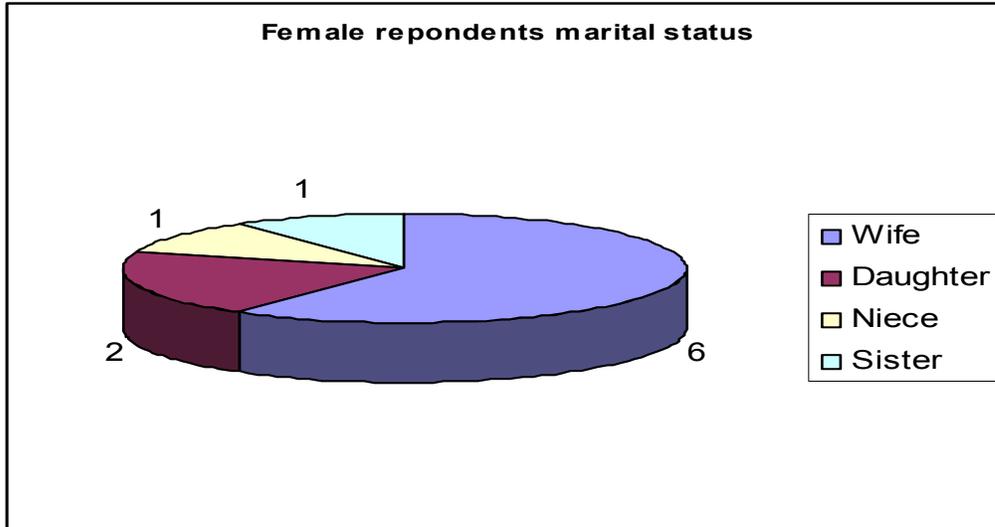
Appendix 7

Figure 5: Number of children by female respondents



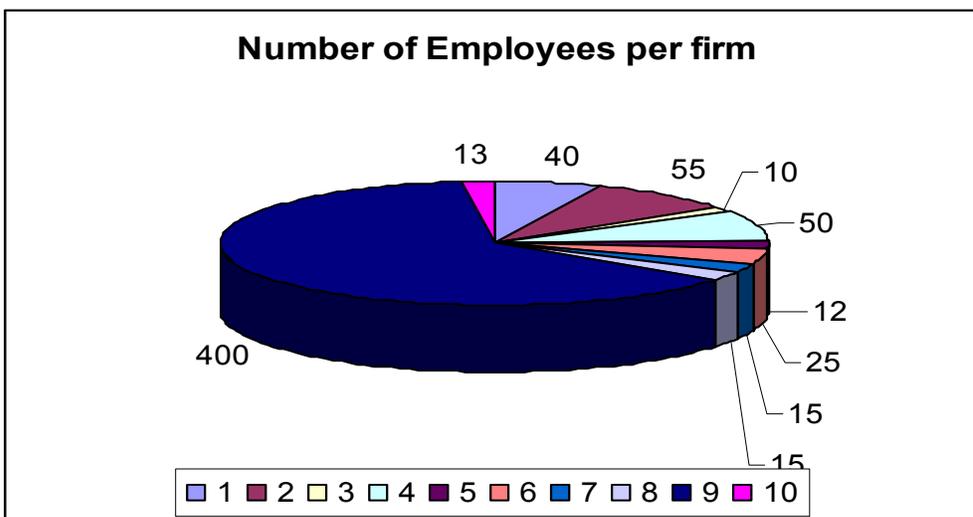
Appendix 8

Figure 6: Marital status of female respondents



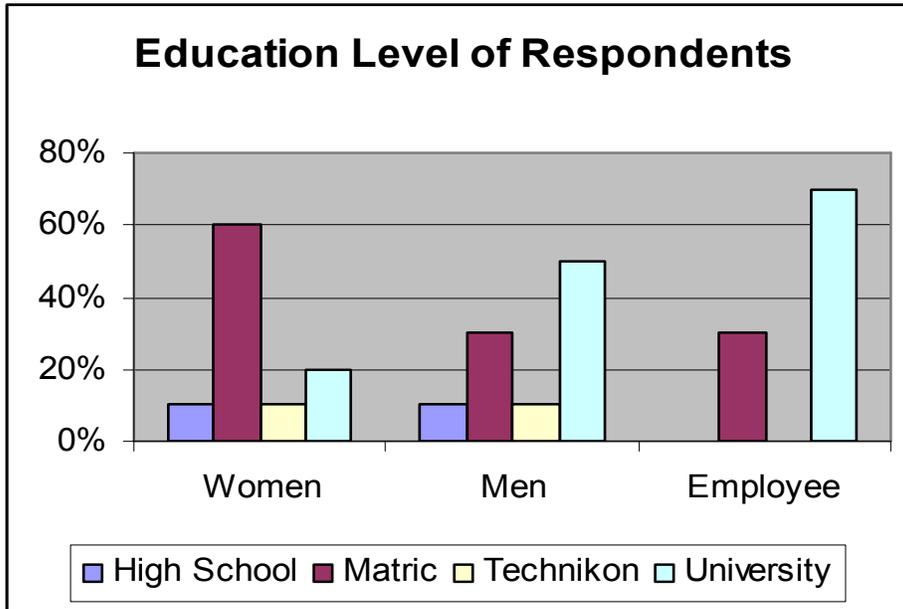
Appendix 9

Figure 7: Number of employees in participating firms



Appendix 10

Figure 8: Education level of all respondents



Appendix 11

Figure 9: Type of Business ownership

