Universitat Internacional de Catalunya

Tesis doctoral

Family business daughter:motivation, barriers and position in famiy firms

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FAMILY BUSINESS DAUGHTERS: MOTIVATION, BARRIERS AND POSITION IN FAMILY FIRMS

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Abstract

Family businesses play an important role in the economy of all countries. Research into family business, since it became a separate discipline, continues to grow. It was found that family firms have many aspects that distinguish them from non-family organizations. Despite of the seeming attractiveness of family business, women, and specifically family business daughters, are underrepresented in high-level management positions in family firms. However, some external factors based on negative gender stereotyping contribute to this gender imparity. Recent streams of research suggest that internal factors, such as lack of motivation, might also be related to the problem. To date, no attempt has been made to look at both: barriers and motivation of family business daughters as antecedents of their position in the company. This research closes this gap, providing an extensive study of the situation of family business daughters in family firms. Mixed methodology was used to view different aspects of interrelation between motivation, barriers and position. Contributions to family firm literature, theory and practice are discussed.

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List of Abbreviations

CET…………………….. Cognitive Evaluation Theory
CFA…………………….. Confirmatory Factor Analysis
EFA…………………….. Exploratory Factor Analysis
FBD…………………….. Family Business Daughters
MAWS…………………..Motivation at Work Scale
MRA………………….....Multiple Regression Analysis
QCA……………………..Qualitative Comparative Analysis
RMSEA………………… Root Mean Square Error of Approximation
SABI………………….....Sistema de Análisis de Balances Ibéricos
SDT…………………….. Self-Determination Theory
SEM…………………......Structural Equation Methods
SIMS………………….....Situational Motivation Scale
WEIMS……………….....Work Extrinsic and Intrinsic Motivation Scale

INTRODUCTION

SUMMARY

1. Introduction of context and problem
2. Research objective
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1. Introduction of context and problem

Even by the most conservative estimates, family owned and managed firms represent the predominant form of business organization in the world today (Tagiuiri & Davis, 1996; Gersick, 1997). Depending on definition and country, the estimation of economic contribution family business to economy may vary to on average 12 – 50 % of the national GDP and 15 - 60 % of workforce (e.g. Shanker & Astrahan, 1996). Many of the family companies are small sole proprietorship, but many family businesses are also the largest and most successful businesses in the world (Gersick, 1997). The research on family business as a separate discipline continues to grow due to the increasing demand from businesses and policy makers, though many areas remain understudied.

The research on women in family business represents one of the dynamic areas where recent social changes seem to be reflected. Despite the increased incorporation of women into management, most of the academic literature and business reports suggest that women are underrepresented in high-level management positions in family business (McKinsey & Co, 2012). According to the recent report by PwC, about 30% of women seat on the board, which is significantly lower than 55% of male next generation in the same position (Steinbrecher et al., 2016). According to report by EY, only 8% of companies have their boards composed with at least half of women (Englisch et al., 2015). In Spain, the situation of women in family business is relatively similar to the global statistical indicators. According to IEF report, about 28% of family companies are lead by women. Additionally, women occupy about 27% seats in the Administration Counsel and about 30% seats in Family Counsel (Casillas Bueno, 2015).

To date, research on women in family firms was somewhat "impacted by its time" – concentrating on veiled and open barriers women face in leadership within the family firm (Curimbaba, 2002; Jimenez, 2009). Thus, the underrepresentation is usually explained by second-generation discriminative practices, namely: specific and non-specific to family firms: *primogeniture* (Dumas, 1989; Hollander, 1990), *daughter-invisibility* (Hamilton, 2006; Marshack, 1994; Poza 2001; Fernández Pérez, 2007; Colli, 2003) and *role incongruity* between a leader role, family role and gender role (Ely, 2011; Powell, 2010; Maleki, 2011; Chengyan, 2013; Eagly, 1990; Eagly, 2003).

However, some recent research indicates that some incidence of discriminative practices cannot statistically explain the huge gap between female and male presence in high-level positions in family firms (e.g. Pascual Garcia, 2012). According to report by PwC, 52% of women disagree with the statement that "As a woman I feel I would face more barriers in running the business than I would in another type of company" (Steinbrecher et al., 2016).

Some authors suggest that daughters of family business are "excluding themselves" as potential successors by not showing interest (Curimbaba, 2002; Otten-Papas, 2013). The facts bolster this idea. The recent global report by PwC suggests that only 77% of women compared to 93% of men believe that current generation has confidence in their ability and only 21% of women expect to take over the family company, compared to 31% of men (Steinbrecher et al., 2016).

Despite this discrepancy, little systematic and empirical research has been produced exploring work motivation of family business daughters and its relation to: (1) experienced barriers; and, (2) position in the firm. Furthermore, to date, no attempt has been made to quantify "barriers to leadership" as a variable, bringing together different pieces of information produced by previous studies. Neither has the positive aspect of women's experiences and influences on family firms been studied systematically, and the information about motivation of family business daughters remains fragmented.

This dissertation addresses this gap in the literature. In order not to make the same pitfall as previous studies, the choice of a framework to study motivation was not taken lightly. Probably, an easy method for this dissertation would have consisted in searching for and applying one of the motivational theories. However, this would not have permitted to link motivation with a family business context. Therefore, in order to account for a unique theoretical context, the two organizational theories, Agency Theory and Stewardship Theory, were chosen to start the discussion.

Thus, this dissertation brings into focus the on-going debate over whether family members are agents or stewards, and the how the family presence can be better theorized, in the search for an optimal framework to study work motivation of the next generation. It was shown that both Agency and Stewardship Theories experience certain deficiencies when modelling motivation of the next generation within the family business context. It is argued that the source of these deficiencies is found in the corresponding basic assumptions. An alternative theory is proposed in attempt to overcome the deficiencies of the mainstream frameworks. Thus, the rest of the research draws on this proposed framework.

2. Research objective

The general objective of this work is to view women in family business from a new angle – more adequate for the time we are currently live in. This includes stepping away from attempts only to find barriers and discriminative practices and to look holistically at the problem.

Although the underrepresentation of women in family business remains for more than 30 years in research agenda, knowledge of family business daughters still is fragmented and unsystematic. A holistic view can be gained through a purposeful and systematic study that brings together motivation and experienced barriers of family business daughters.

In the search for a framework for this study, the on-going debate of Agency versus Stewardship Theory was taken into consideration. The first objective of the dissertation was to analyse the deficiencies of existing theories in explaining motivation of the next generation and to propose a conceptual solution. Because some authors had already come to the conclusion that "Agency Theory and altruism can be effectively combined to provide a foundation for a theory of the firm" (Chrisman et al., 2007a,b; Le Breton-Miller & Miller, 2009; Le Bretton-Miller et al., 2011) or that Agency and Stewardship prescriptions might be combined to provide a foundation for a more effective governance of the family firm (Madison, 2014), a tentative direction for the search of conceptual model consisted of unifying the opposing assumptions of two theories. The second objective was to test the resulting framework in order to see if it had explicative potential and could clarify the problem of underrepresentation of women in high-level management positions in family firms.

3. Research question

This dissertation investigates the problem of underrepresentation of family business daughters in high-level management positions. Through both analysis and synthesis of existing literature and empirical investigation, the following research question IS addressed:

"*Whether the opposing assumptions of agency theory and stewardship theory can be integrated within family firm context (a) to explain family business daughter´s underrepresentation (b)*?"

This is a hybrid question, consisting of two parts. The first part is theoretical and will be addressed through the revision of literature. The second part of the research question is empirical. Based on the research problematic, the following sub-questions for the second part of research question were developed:

1. What can be learnt about motivation of the family business daughters by contrasting cases?
2. What factors explain the position of the family business daughters?
3. How are the family business daughters in high-level management positions different?

4. Contribution

The main contribution this research makes, is the understanding of the next generations' perspective and, specifically, of the family business daughters' perspective. This contribution has several facets:

1. To date, the research on family business daughters had never systematically explored both the role of barriers and the role of motivation; and, how these factors affect the position of the family business daughters. Under certain limitations, the research demonstrated that for family business daughters the following is true: motivational structure, barriers and position are interrelated.
2. The research provides useful insights into the experiences of family business daughters, by articulating a valid typology of family business daughters who occupy high-level management position in family firm. A typology of family business daughters was proposed that could be used for the theory building purposes (e.g. Doty & Glick, 1994). As a result of multi-step mixed analysis, this typology is based not only on specific variables (e.g. motivation, barriers and position), but also on the general knowledge obtained through research.
3. A spin-off of the research consisted of the development and validation of two new scales: (a) motivation scale based on the theory of Pérez López, adapted to the specific context of family business; and, (b) perception of barriers, specific to family business

The research also contributes to the stream of literature that explores the effects and predictions of organizational theories within the family business context. The theory of Pérez López was applied for the first time to the context of family business. Because the application was successful, it can be speculated that drawing on this theory to explain other deficiencies of mainstream theories may provide fruitful results.

5. Organization of dissertation

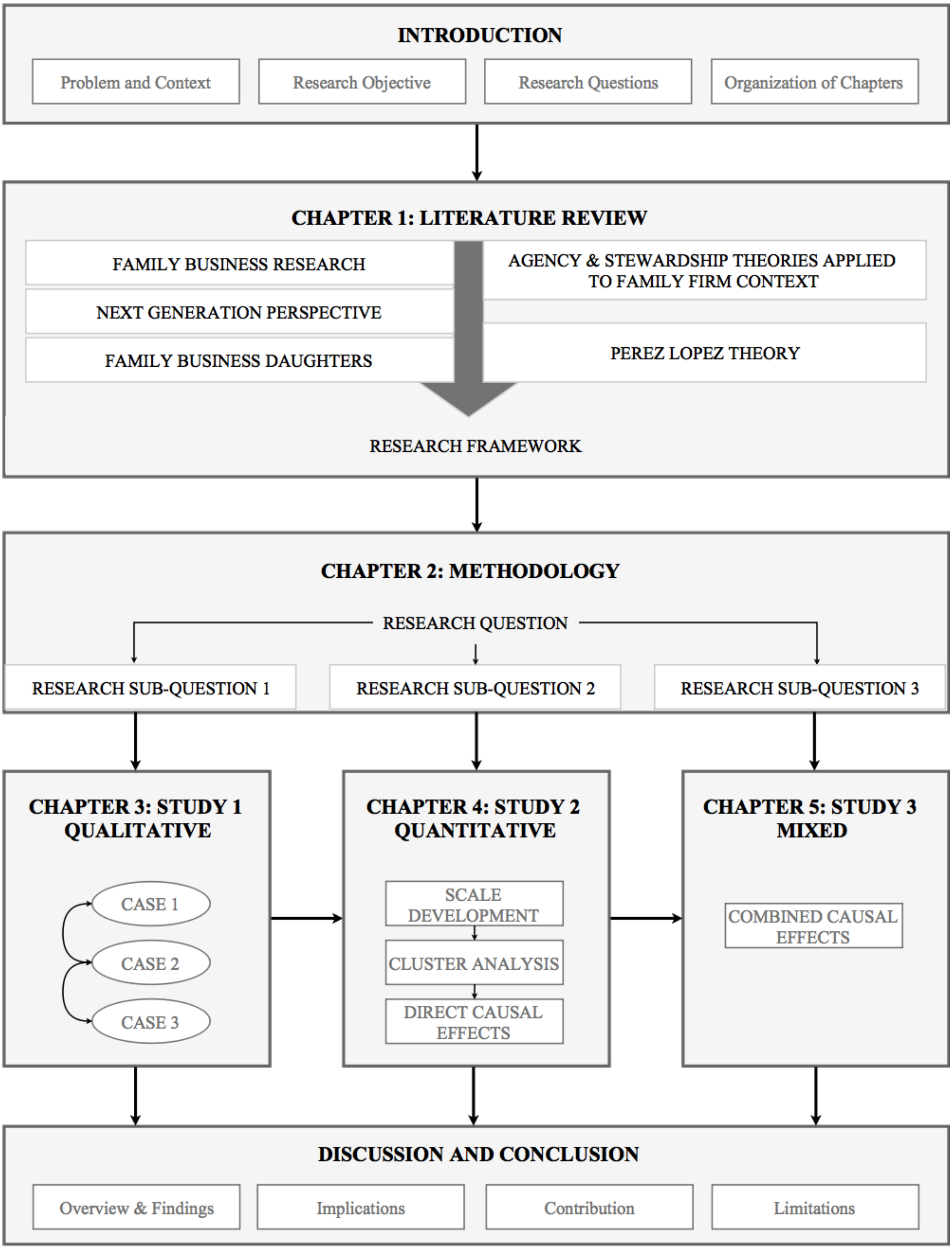
The dissertation contains seven chapters. A brief introduction describes the problem and theoretical context, explains the research objectives and presents the research question.

Chapter one is devoted to the literature review. It starts with presenting the research context and analysis of literature on family business daughters. This is followed by analysis and synthesis of existing organizational theories that model motivation of the next generation. Conceptual analysis ends with the proposition of a research framework.

Chapter two explains methodological decisions undertaken by the author and presents the design of the research. Chapter three responds to sub-question one, chapter four responds to sub-question two; and, chapter five responds to sub-question three.

Results, overall implications and limitations of research are discussed in the conclusions.

Figure 1: chapter organization



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CHAPTER 1

LITERATURE REVIEW

SUMMARY

1.1. Family business
1.2. Gender in family business
1.3. Organizational theories
1.4. Pérez López Theory
1.5. Conclusions

1.1. Family Business

Depending on how family business is defined and country, the estimation of economic contribution may vary on average 12 – 50 % of the national GDP and 15 - 60 % of workforce (e.g. Shanker & Astrahan, 1996). There is a high incidence of market leading companies among family businesses. Thus, Hermann Simon discovered that of 500 midsized European companies that dominated their market 75 per cent were family controlled (Simon, 2009). McConaughy et al. argues that firms controlled by family members had higher margins, more stable earnings per employee than the rest of the business week 1000 (McConaughy, 1994, 1998).

National studies also provide convincing results about relation between firm ownership and firm control structure on the one hand and profitability on the other hand. Thus, Maury (2006), examining Western European corporations, argues that active family control is associated with higher profitability. Andres (2008) comes to similar conclusions, that family firms outperforms their peers in terms of profitability, examining data on German exchange-listed companies. Sacristán-Navarro and colleagues (2011), examining a sample of non-financial Spanish companies concluded that family control is related with profitability.

Family firms enjoy similarities in preferences and faster reaction (Hansmann, 1996), greater commitment, higher ex-ante investments and longer maturity in investments. These firms may also benefit from reputation – that also smoothens transactions in market operations (Kreps, 1990). Long-term orientation, e.g. orientation to sustain and eventually pass the business to the next generation, makes these businesses more patient with returns, more generous in making investments and rewarding employees.

On the other hand, the strong points of family firms might be as well a source of problems. Family firm might be plagued with rivalries (Morris et al., 1996, Morris et al., 1997, Friedman, 1991), damaged by inconsistencies between family norms and business culture (Ward, 1997; Gersick et al., 1997b; Salvato, 2004; Kepner, 2001) and suffer from unqualified decisions when hiring is done by blood and not by merit (Leach et al., 2001) or succession in realized by gender and age and not by professionalism (Gersick, 1997a; Handler, 1994; Vera & Dean, 2005). Trying to preserve the business in the long run might result in fear of innovation (Gómez-Mejía et al., 2007) or reluctance to invest in portfolio diversification (Sharma & Manikutty, 2005; Galve-Górriz & Fumás, 1996) and etc.

The research on family business continues to grow due to the growing demand on part of businesses and growing public policymakers' awareness of the role of the family business in creating jobs, diversification of economic activity and promoting economic development (Sharma et al., 2012).

1.1.1. Definition

First of all, there exist a variety of frameworks to define “family business”. Although some authors (Christman et al., 2005; Shanker & Astrachan, 1996) claim that it is important to finally come to a common definition in order to unify different streams of research, it will be difficult to do, as long as not all research requires such A definition and those that require a definition would choose one depending on the purpose of study. Thus a qualitative study of people-related issues based on interviews would probably use a more “humanistic” definition – which includes family long-term orientation and succession intent; while a quantitative study of capital market or GDP contribution would rely on a more “systemic” and “operational” definition involving a degree of a formal control exercised by family members and their participation in management.

The distinction between “humanistic” and “operational” definitions was addressed by Litz (1995). He distinguishes between two complementary approaches: a “*structure –based approach*” (definition based on “how” the firm is managed/owned) and “*intention-based approach*” (definition emphasize values and preferences towards family-based relatedness). Christman et al. (2005) distinguish in a similar manner: “component involvement” – the presence of family components in management and ownership – which is a necessary but insufficient condition for a firm to be classified as “family business”. “Essence approach” – the existence of “*familiness*” resources (Habberson, 2006; Habberson & Williams, 1999; Habberson et al., 2003).

The “operational” (structure-based/component involvement) further permits several degrees of control exercised by a family: from little direct family involvement (intention to remain in family, strategic direction) to extensive involvement (multiple generations, direct involvement in management; Shanker & Astrahan, 1996, p. 109)

Basically, a definition of family business should clarify how A family firm is different from non-family firm, because in the case that the difference does not exist, there is no need to for a specific “family firm” theory. Similarly with entrepreneurship, there are several definitions that try to capture this essence. First, and most famous, is that a family firm consists of three overlapping subsystems: family, business and ownership (Davis & Tangiuri, 1982, Gersick et al., 1997a,b; Hoy & Verser, 1994). Further definitions emphasize the role of one, two or all three subsystems (Litz, 2008, p.217)

The overlap of family and ownership is often taken as a basis for the competitive advantage of family firms. Jensen and Meckling were among the first who developed Agency Theory within family business context. Accordingly, family firms enjoy an alignment between ownership and control and the dynamics of this alignment reduces agency costs which in turn improves the firm performance (McConaughy, 1994; Jensen & Meckling, 1976; Fama, 1998).

The overlap between family and business impacts the choice of sustainable business strategies, long-term orientation and social responsibility that results in family reputation. The focus on stewardship for later generations is highly important (Salvato, 2002; Davis et al., 1997; Corbetta and Salvato, 2004) as well as a conservative approach to risk (which nevertheless coincides with entrepreneurship and innovation (Zahra, 2005).

The major part of competitive advantages that are found in the "essence" of family firms are implied by the term "*familiness*". From the perspective of a Resource Based View of the firm, "*famillliness*" is a unique bundle of resources a particular firm has due to system's interaction between family (as culture and history), family members (skills, involvement) and business (as strategy and operations) in a dynamic and synergetic way (Habberson and Williams, 1999).

The Resource Based View is also compatible with gender issues – in a way that the firm should find best use of its human resources. In other words, gender-specific resources should be used appropriately (Barret & Moores, 2009). From this perspective, revisiting women's contributions to family firms and their succession intentions is even more important than what was currently studied – actual problems of discrimination. Furthermore, from the perspective of Resource Based View, discriminative practices (e.g. primogeniture, invisibility, role incongruity and etc.) originate from incorrect use of resources and incongruity of particular family culture and traditions with modern business practices and approaches.

In practice, the "intention-based approach" and "essence approach" were used mainly in qualitative studies. Although there were some attempts to define "*familiness*" quantitatively (e.g. Mroczkowsky, 2004), this term is difficult to articulate. For purposes of qualitative studies, this term can be defined as valuable, rare, inimitable and non-substitutable features of A business' resource base, associated with its learning and entrepreneurial orientations (e.g. Miller and Le Breton-Miller, 2005).

The Stewardship Theory is often used when it comes to personalities of family members involved in family business. Stewardship Theory is an alternative perspective to Agency framework that explains determinants and willingness of employees to pursue economic benefits for the firm. According to Stewardship Theory organizational actors would behave not merely from the point of view of personal utility maximization, but in the best interest of the organization. According to Miller and Le Breton-Miller (2006) these values work well in family firms as members are additionally connected to the family.

1.1.2. Succession

Succession is the cornerstone issue in family firms. Some authors even argue that a newly created business with intent to pass it to the next generation might be considered a family business (Barret & Moores, 2006). Further, orientation on continued stewardship and general strategic long-term orientation constitutes the base for competitive advantage of family firms within the Resource Based View framework.

However, as was mentioned, the source of strengths in family firms often coincides with sources of weaknesses (Miller & Le Breton-Miller, 2005). Statistically, researchers report a 30% barrier to survival of family firms after succession (Ward, 1987).

Many factors contribute to this statistical result. The learning should come from both negative and positive experiences. Just as many family business fail, while others prosper even in times of crisis, research focusing on negative experiences points to some specific factors. A decentralization of power always happens through the passing from founding person to his off-spring. Many founders do not consistently prepare for this shift – leaving next generations without established norms and formalized systems (family organ, administrative organ, union of actionists, etc.).

Succession also becomes a problem when family growth is not bolstered by corresponding business growth and thus leads to the clash of interests of family members (Bañegil et al., 2013).

Succession in family firms is usually viewed by researchers as a long process, which starts before the actual replacement, with preparation of the next generation successor (Lambrecht, and Donckels, 2008; Mazzola, et al. 2008). It is usually viewed as an extreme case of administrative succession as transition occurs on the edge of two generations (Miller, et al. 2003).

Evaluation of succession process is a separate topic in family firm literature. When evaluating succession, normally, two targets are sought: quality and effectiveness. Quality is a reflection of how involved family members subjectively experience this process, while effectiveness is related more to how others judge the outcome of the succession.

1.1.3. Next generation perspective on succession

The stream of research on the “next generation perspective” was first specified and defined by Handler (1989) as critically important for quality and effectiveness of succession. This stream was somewhat supportive of the main topic of succession, but it is where the topic of career development within the family business has originated.

Family business uses an unusual form of career development. Parents are often interested in passing their business to their offspring, so they invest time and energy in engaging their children and in transferring the tacit knowledge they have about business. Thus, family business children get involved in family business early in life, and sometimes even before birth. Family business is an important part of the life of the parents, so some family business offspring point out that they “have family business is in their blood” (Dumas, 1998).

This socialization process provides family business children with a competitive advantage over outsiders. The next generation naturally receives tacit knowledge, specific skills and a contacts network. Socialization lowers entry barriers to the management positions for the family business offspring, but also might lock them in a specific firm and industry. As Sharma (2004) notes, family business offspring often lack the sense of self, compared to their peers. The next generation may also be “too socialized” into family business, limiting their career options on the job market.

Further, the distinction of a career in family business includes high exit barriers for some family members (Verbeke & Kano, 2010). On the one hand, that happens because economic and personal relationships are linked and the economic separation might be followed by personal conflicts and certain sanctions ranging from conflicts to expulsion (Pollak, 1985). The opposite is also true: family conflicts might negatively affect the economic situation in the firm. Therefore, being afraid of possible conflicts with family members, insiders often put entry barriers for the next generation too high.

Following original work of Handler (1989), research on the next generation might be divided into three general directions: (1) desirable successor attributes, (2) performance enhancing factors, and (3) reasons these family members decide to pursue a career in their family firms.

First, among attributes of desirable successors are: “integrity” and “commitment to business”; ability to gain respect of nonfamily employees; decision-making abilities and experience; interpersonal skills; intelligence and self-confidence (Sharma, 2004). Further, leadership ability is of critical importance. The next generation is often reluctant to take risks out of fear of responsibility for the welfare of loved ones, consequently taking a protective position rather than one oriented towards growth (Ward, 1997).

Second, the transfer of tacit knowledge of the firm and of social networks of the founder is key to enhancing performance (thus, good relations and early inclusion in family business is critically important).

Finally, the desire to enter the firm might be based on different feelings and reasons. Sharma and Irving (2005) provide a collectively exhaustive and mutually exclusive model of reasons to join the family firm based on the types of commitment of the next generation. Miller (2003) provides evidence on how father-son relations might affect the type and consequences of succession. Other authors often note that absence of motivation of the next generation is critical point that results in absence of suitable successors (Ward, 1997).

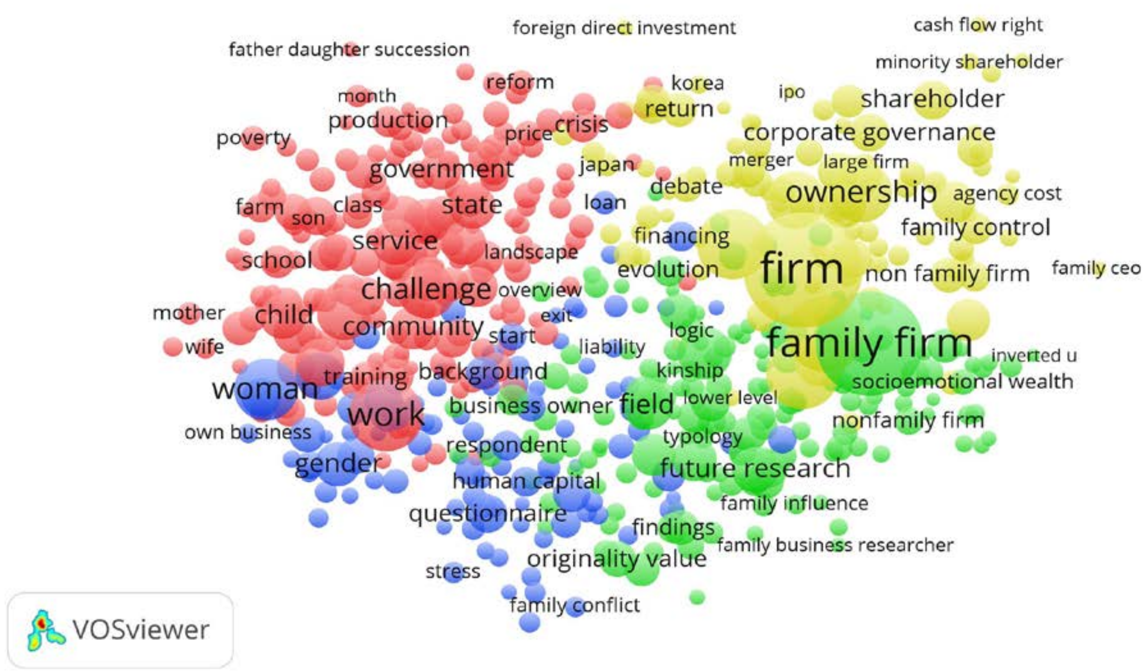
Looking at the outcomes of research in these directions, (see appendix 1) there are two types: first, descriptive frameworks with typologies (Stavrou, 1998; Miller, 2003; Sharma & Irving, 2005; Lambrecht & Donckels, 2008); second, cause-effect relationship frameworks with satisfaction (dissatisfaction) or positive (negative) financial result as dependent variables (Zellweger et al. 2011; Stavrou et al., 2005).

1.1.4. Family business daughters

The topic of women and gender has been studied within the family business literature. A small bibliometric mapping in VOSviewer (Van Eck & Waltman, 2010) of 3113 papers found by keyword “family business” in Thomson Reuters gold collection is shown in figure 2. VOSviewer takes a distance-based approach to visualizing bibliometric networks (Van Eck & Waltman, 2014). This means that the distance between the two nodes reflects the extent of relatedness of the two. By default, the program assigns close nodes into clusters (Waltman et al., 2010). In order to optimize visualization and to ensure that labels of clusters do not overlap, labels are displayed according to their importance (e.g. nodes that have more edge are given priority) (Van Eck & Waltman, 2014).

For this research, the mapping of key-word co-occurrence was done. As it can be seen, the program divided all sources into four clusters, with one (marked by blue colour) devoted to women. This cluster included the following key words: business ownership, gender, human capital, stress and family conflict. The mapping shows that research on women in family business stands separately from other areas of investigation.

Figure 2: bibliometric mapping of family business research field

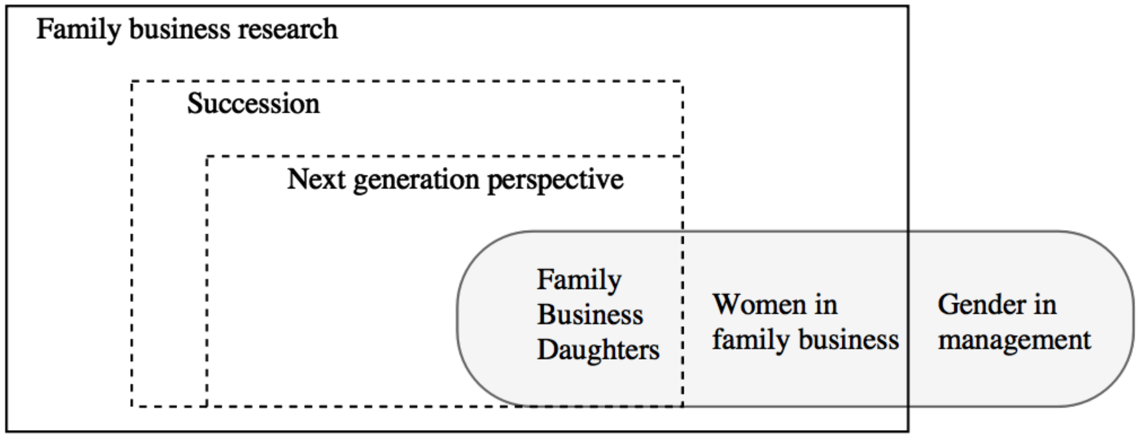


Source: own elaboration

Women in family business typically play three types of roles: daughter, wife and business partner. Thus, the research on family business daughters formally falls within two categories: (1) the next generation perspective and (2) women in family business. Figure 3 shows how the research on women in family business intersects with research on succession in family business. On the one hand, "women in family business" is a subtopic of "women in management", and, "family business daughters" is a subtopic of "women in family business". On the other hand, "succession" is a subtopic of a wide theme "family business" and the "next generation perspective" is a subtopic of "succession".

The research resource database was created by searching available academic databases by key worlds (e.g. family business daughter, daughter succession). A snowball technique was also used to find more source of interest. The resulting database consisted of 28 articles, 2 doctorate dissertations, 1 book and 1 book chapter. The topics within the sources of the database could be grouped in the following way: succession (10 sources); father/mother/son/daughter succession (4 sources); pathways (4 sources); barriers (4 sources) and motivation (3 sources).

Figure 3: intersections of areas of research related to current investigation



Source: own elaboration

Jimenez (2009) provides a notable meta-analysis of a general topic: "women in family business", based on 48 articles, 23 books and 2 doctoral dissertations which recollects all the topics and provides some suggestions for future research. She stresses the role of social changes that were reflected in research in this area. As such, according to Jimenez (2009) first contributions in this field centred predominately on obstacles and barriers to leadership (Dumas, 1989; Salgalnicoff, 1990, cited by Jimenez, 2009). It was found that women often played the role of emotional leader – the role that was often unrecognized (e.g. Ward, 1987). Since then, other topics emerged: women's achievements and pathways to leadership (Vera & Dean, 2005, cited by Jimenez, 2009).

Still, the topic of career of family business daughters remains underexplored. Schröder and Schmitt-Rodermund (2011) explored career choice intentions of adolescents with family business background (family business sons and daughters), finding that family business daughters often opt for external employment or for entrepreneurial careers instead of making an attempt to succeed the business. The authors interpreted this result in a following manner: having entrepreneurial parents may foster daughters' interest in doing business in general, but the specific family business was not attractive to them. This result was in line with Zelleweger et al. (2011) who studied succession intention as a career choice.

However, it was also reported that family business daughters often come to family business when a "*disruptive event*" occurs, such as sudden death or illness of their parents or the intended successor (Wang, 2010; Overbeke et al. 2013; Dumas, 1989). Other reasons to start working in the family firm were also discussed: autonomy in choosing responsibilities, possibly better remuneration, and flexibility of working hours (e.g. Vadnjal & Zupan, 2009). Although many advantages and disadvantages for women to have their career within the family business were implicitly named, this stream in general has been unsystematic, lacking a specific framework.

Meta-research by Akhmedova et al., (2015), which revisited articles that directly or indirectly explore family business daughters' motivation, suggested that career motivation of family business daughters seemed to be guided by a combination of: (1) *extrinsic* motivation (better remuneration, flexibility of hours, job security and comfortable lifestyle (Vadnjal & Zupan, 2009; Dumas, 1995, 1998; Curimbaba, 2002; Vera & Dean, 2005; Otten-Pappas, 2013; Overbeke, et al., 2013)); (2) *intrinsic motivation* (autonomy in choosing responsibilities, interesting, challenging and satisfying work (Vadnjal & Zupan, 2009; Dumas, 1995, 1998; Curimbaba, 2002; Vera & Dean, 2005; Otten-Pappas, 2013; Overbeke, et al., 2013)); and, (3) *prosocial or transcendent motivation* (helping family, giving back to the family (Dumas, 1998; Curimbaba, 2002; Overbeke, et al., 2013).

Of special interest was the finding that females were reporting somewhat more transcendent motivation (an activity that is done anticipating the reaction of the other person) than men (Akhmedova et al., 2015). This finding is somewhat echoed by other studies that focused on gender differences in leadership, suggesting that females are somewhat more transformational leaders (those who move the follower beyond the immediate self-interests (Eagly et al., 2003; Bass et al., 1996; Bass & Avolio, 1994).

1.2. Theoretical framing

The motivation of the next generation can be considered from different theoretical angles. The simple way for this dissertation would have been to opt for one of the motivational theories. Because this dissertation has chosen family business as a specific context, ideally, theoretical framing would incorporate this context. Therefore, organizational theories (that are applicable to the family business context; with motivational aspect incorporated into their basic behavioural assumption) were chosen to start the analysis.

Basically, there are two organizational theories that were applied to the family firm context: Agency Theory and Stewardship Theory. Agency Theory and Stewardship theory received considerable attention from the time of their migration to the family business context (Le Breton Miller & Miller, 2009), because their predictions did not succeed in this context, which allowed researchers to gain numerous insights about both the family business and mentioned theories.

Discussion starts with the on-going debate of agency versus stewardship theory; and, synthesis and analysis of deficiencies of these theories in explaining motivation of the next generation. The second step is to propose a solution. Because some research already proposed the integration of both theories within the context of family business to minimize their deficiencies (e.g. Chrisman et al., 2007a,b; Madison, 2014), a tentative direction for a conceptual search for a solution will consist of unifying the opposing assumptions of two theories. As a result, an alternative theory will be presented.

1.3. Agency Theory

Ronald Coase (1937) marked the starting point of neoclassical institutional theories by drawing attention to the fact that firms are not driven by voluntary market exchanges, but rather by the authority. According to Coase, people begin to organize their production in firms when the transaction cost of coordinating production through the market exchange, given imperfect information, is greater than within the firm.

Several branches of institutional theories originated from ideas of Coase: the transaction costs theory (Williamson, 1975), property rights theory (Alchian & Demsetz, 1972), the Agency Theory (Ross, 1973; Jensen & Meckling, 1976) and other theories. Together, these theories form a well-developed whole and might be considered mainstream. Although some authors criticize them, these criticisms do not diminish their theoretical and practical importance.

Agency Theory is one branch of early institutional theories. This theory is not strictly institutional because it does not explain the boundaries of the firm, but it does shed light on how transaction costs within the firm arise. The principal-agent theory assumes a situation of an institutional hierarchy, looking at relations of a principal and agent and describes individual-level behaviours and firm-level governance mechanisms.

At an individual level, both principal and agent want to maximize their utility, however, due to potential divergence of interests and information asymmetry the agent may start to behave opportunistically. In order to protect his interests (minimize losses to their own utility), the principal should enact some mechanisms (a) to monitor the behaviour of an agent and (b) to align the interests of the parties (e.g. Fama & Jensen, 1983; Eisenhardt, 1989a).

Agency problems may take the form of moral hazard (free-riding, shirking, and perk-consumption (Chrisman et al., 2004; Ross, 1973)) or adverse selection (a situation when the agent is incompetent for the assigned scope of work (Eisenhardt, 1989a; Fama, 1980; Schultze et al., 2001)).

At firm level, the Agency Theory develops several governance remedies to the problem of disparity of interests: aligning interest of the principal and agent (by developing a compensation system that pays agent with company shares, when the pay is provided as an incentive for high performance (which is complicated in practice because an agent may manipulate the performance indicators (Chrisman et al., 2007)) and introducing control systems (reporting procedures, additional management, board of directors (Donaldson & Davis, 1991). Logically, these remedies increase *agency costs* within the company, increasing production costs and decreasing competitiveness.

1.3.1. Basic assumption

The basic assumption and the main point of critics of Agency Theory is *homo economicus* (Eisenhardt, 1989a; Jensen & Meckling, 1976). This means that actors in these theories are utility maximizers, typically acting out of short-term self-interest. Further, the actors also behave out of principle of unbounded rationality – e.g. are preoccupied only with immediate benefits. Learning is not considered within the frameworks of institutional theories. Basic assumptions of Agency Theory correspond to mechanistic theories of management.

1.3.2. Application of Agency Theory to family businesses

Family business was long argued to be exempt from agency problems. Jensen and Meckling (1976) were the first to draw attention to this. Theoretically speaking, family firms might enjoy a natural alignment between ownership and management and the dynamics of this alignment reduces agency costs which in turn improves the firm performance and competitiveness (McConaughy, 1994; Jensen & Meckling, 1976; Fama, 1998; Christman et al., 2004).

However, post research has suggested that this view was overly simplistic and that there are several non-traditional agency problems that are uniquely related to family firms, created by (a) *asymmetric altruism* (Moores, 2009; Schulze et al., 2001, 2003); (b) *entrenched family ownership* (Block, 2012; Moores, 2009; Nicholson, 2008), and (c) *misalignment between shareholder goals* (owner-owner agency cost) (Mork et al., 1988; Anderson & Reeb, 2003; Schulze et al., 2003a; Vilalonga & Amit, 2004). First, asymmetric altruism typically refers to overly generous behaviour of parents and children’s free ride (Chrisman et al., 2004; Dawson, 2011; Eddleston et al., 2008; Schulze et al., 2001).

In family business, a problem created by asymmetric altruism is both of moral hazard and adverse selection – e.g. the hiring of non-qualified family members (Eisenhardt, 1989a; Fama, 1980; Karra et al., 2006; Schulze et al., 2001; Schulze et al., 2003) and even paying them a higher salary (Chua et al., 2009), or being overly generous with children, who may take advantage to shirk or free-ride (Dawson, 2011; Schulze et al., 2001; Schulze et al., 2003; Eddleston et al., 2008).

Secondly, family members might be unable to take important business decisions due to emotional attachment to the business or to the lack of an appropriate successor (Nicholson, 2008). Finally, type II agency problems (owner-owner problems) might arise from misalignment between family and non-family shareholders, meaning that family members might be investing money out of business or personal needs.

All these problems result in low performance and increased agency costs for creating control mechanisms.

1.3.3. Motivation of next generation according to Agency Theory

The application of the Agency Theory to family firms showed that several non-traditional problems could arise as a result of family involvement in the business. In regards to the nest generation, the biggest source of concern to date is asymmetric altruism. Schulze and his colleagues (2001) introduced the problem of altruism and self-control into the study of family business (Chrisman et al., 2010).

Despite the family links, the next generation sometimes might behave opportunistically in a variety of ways: showing shirking or free-riding behaviour or taking on inappropriate roles. This can be partly motivated by the desire of parents to enhance their own welfare (Schulze et al., 2001) and to be generous with their children.

On the one hand, altruism is positive as it creates and sustains family bonds and facilitates transfers of history, communication and decision-making (Gersick et al., 1997) and fosters loyalty and commitment (Ward, 1987). On the other hand, altruism can cause undesirable consequences, based primarily on: (1) information asymmetry; and, (2) self-control failure.

Due to information asymmetry, children might manipulate their parents in order to obtain A position or role for which they do not have sufficient skills or knowledge, enjoying a higher salary or other privileges. Additionally, as a result of self-control failure, the next generation might be spending very few hours at work, choosing tasks that are easy and do not require taking on responsibility. Parents might be blind to their children's professional deficiencies, having a desire to give business to their children. The situation of adverse selection might lead to problems for the next generation and the company in general.

Suboptimal parental preferences were also discussed in family business literature as a part of a "primogeniture" issue, referring to the situation when parents would promote someone based on gender and not on merit.

The study of Schulze and colleagues (2001) has led to a number of additional studies of on family firm governance. Similarly, to general predictions of Agency Theory, control and incentives might be a costly remedy to avoid agency problems related to asymmetric altruism. Researchers were also searching for alternative ways of preventing shirking of the next generation. As such, a typology of parental altruism was studied, suggesting that with the transfer of normal goods, or merit goods (actions, values or consumption patterns) governance inefficiencies will occur; but, when parents concentrate on the transfer of norms and values, they are more likely to experience governance efficiencies in future (Lubatkin et al., 2007).

1.4. Stewardship Theory

Stewardship Theory was supposed to solve the shortcomings of Agency Theory in modelling complexity of labour relations only through the means of extrinsic motivation. The theory was proposed relatively recently, but has already gained scientific weight.

Stewardship Theory primarily looks at principal-manager (principal-steward) relations and describes individual-level behaviours and firm-level governance mechanisms, but under different assumptions (Davis et al., 1997). The relations between principal and steward are quality ones and the actors are maximizers of common wealth (e.g. Davis et al., 1997).

Further, the theory uses the principle of bounded rationality (Chrimant et al., 2013). The agents are acting out of considerations of wealth maximization in the long run but might not change their behaviour if unforeseen consequences happen. Therefore, the concept of "trust" in another agent and possibility of negative learning arises.

There are situational factors that predispose an individual to become stewards. At the firm level, the Stewardship Theory proposes implementing trust systems in order to foster steward behaviour. The Theory suggests that involvement-oriented, collectivist, low power distance cultures help influence the choice of stewardship behaviour (Davis et al., 1997). Controlling mechanisms, on the other hand, are supposed to undermine pro-socially and intrinsically motivated agents and therefore are not recommended by the theory to be implemented. This creates a degree of risk, because not all employees might be motivated in the same way, leading the relationships between principal and agent similar to that in the prisoner's dilemma. Therefore, the theory was criticized on the grounds of empirical implementation.

1.4.1. Basic assumption

The basic assumption and the starting point of distinction from the Agency Theory is the humanistic model of man. This means that actors are not economic utility maximizers but stewards that *decide* to act cooperatively with other actors in order to maximize common value in the long run and to gain personal benefits. In the principal-steward relationship, a steward will put the interests of the principal ahead of self-serving interests (Davis et al., 1997; Corbetta & Salvato, 2004; Davis et al., 2010). Under Stewardship Theory assumptions, opportunistic behaviour due to information asymmetry does not happen and the agency costs are minimized.

At the individual level, stewards are motivated by intangible, higher order rewards (Davis et al., 1997; Lee & O´Neil, 2003). In addition, individuals that have high identification with organization are supposed to choose steward behaviour (Lee & O´Neil, 2003; Vallejo, 2009). Thus, the theory assumes that the problem of identification with organization is resolved by purely intrinsic motivation – which is the main limitation of the theory.

The theory does not make any clear distinction between internal satisfactions achieved from completing an action (enjoyment, learning) and general pro-social and altruistic benefits. Indeed, in many formulations intrinsic motives include “pro-social” intrinsic preferences (Rosanas, 2008 and Bastons et al., 2016 citing Frey & Meier, 2002; Benz & Frey, 2003). Other authors separate this motivation. Grant (2008, 2009, 2011) considers prosocial motivation separately as “a desire to expend an effort to benefit other people”.

Waldkirch and Norqvist argue that initially stewardship theory was not meant to capture ethical or benevolence dimensions of human action; and, that little was said by its authors about the moral of the actors (Kellermanns & Hoy, 2016). However, being increasingly applied to situations, where Agency theory falls short, the Stewardship Theory started to add a moral as well as emotional components to intrinsic base of human motivation.

Caldwell and colleagues (2008) introduce explicitly the concept of “ethical stewardship” defining it as the “honouring of duties owed to employees, stakeholders and society in a pursuit of long-term wealth creation” (p. 153). Waldkirch and Norqvist note that the absence of the moral component in the original steward model is surprising at first sight, but can be explained by the fact that “other regarding” is inherently different from the goal congruence (Kellermanns & Hoy, 2016).

Another conceptual problem with Stewardship Theory is that it not only considers intrinsic motivation, but also assumes that extrinsic motivation undermines intrinsic motivation. This assumption comes from Cognitive Evaluation Theory (Deci, 1975), which forms part of Self-

Determination Theory. This theory explicitly states the overall negative effect of extrinsic motivation (specifically material rewards) on intrinsic motivation. However, the negative effect is not self-evident. According to Osterloh & Frey (2000), the effect of extrinsic motivation on intrinsic motivation might be both: positive and negative. Some empirical studies reject this negative interaction (see Madison, 2014 or Fang & Gerhart, 2012).

1.4.2. Application of Stewardship Theory to family firm

While, Agency Theory is still a mainstream framework for family business literature (Madison et al., 2015), researchers have come to challenge the explanatory power of entirely agency assumptions in family firms (Corbetta and Salvato 2004; Jaskiewicz and Klein 2007).

In recent years, Stewardship Theory became increasingly applied to the theory of family business, due to following reasoning: (a) family firms are more often long-term oriented than non-family firms, (b) relations between family members are more often collective (c) collectivistic relations between family members often spill over to non-family employees. Bluementritt and colleagues (2007) notice that Stewardship Theory has a "natural application to the family business".

Socio-emotional wealth of the family (SEW) was named a base for collectivistic behaviour in family firm (Gomez-Mejia et al, 2007). According to several authors (Miller et al. 2008 and Kellermanns & Hoy, 2016) stewardship may take three common forms within family business: continuity (Deephouse & Jaskiewicz, 2013), community (Reid & Harris, 2002) and connection (Miller et al., 2008). The aspiration of continuity induces community or the creation of culture with competent and motivated employees (Arregle et al, 2007; Miller & Le Bretton Miller, 2006). The connection is the result of strong relations.

Thus, the Stewardship Theory was increasingly applied to family business research in order to capture the positive aspects and advantages that family can contribute to the family firm (Kellermanns & Hoy, 2016). For instance, emotional attachment and benevolent behaviour were attributed to the family steward behaviour. As it was discussed in the previous section, this created confusion of intrinsic motivation and altruistic or prosocial behaviour and "creating several uses of the concept of steward that depart from original idea" (Kellermanns & Hoy, 2016).

Agency Theory assumes that relations between a principal and an agent are always agentic and that agency structure is always necessary for a good functioning of the firm. Stewardship Theory suggests that principal and agent have two options: acting as agents and stewards. Therefore, the interaction of a principal and an agent reminds "*prisoner dilemma*". Being a static theory, it implies that if one party is betrayed (one chooses to act as an agent) the relationship moves to agency model (Pastoriza & Ariño, 2008).

Empirical evidence shows that the relations are more complex and that there is a necessity for a dynamic theory. Agentic behaviour is frequent in family firms among the family members and between family and non-family members. Literature suggests that using agency governance mechanisms may be beneficial to family firms. According to Madison (2014) “agency structure curbs agent behaviour for both family and nonfamily employees, but also decreases stewardship behaviour of both”.

The effect of stewardship structures is unparalleled to family and non-family members. Madison (2014) reports that stewardship structures increase steward behaviour among family members and increase agent behaviour among non-family members.

1.4.3. Motivation of the next generation according to Stewardship Theory

When the next generation and other family members are motivated intrinsically and pro-socially and their motivation is aligning with non-family members, then the Stewardship Theory works well within the family business context.

The assumption that the next generation will behave as stewards is quite realistic: family members get involved in business early in life, before a formal contract takes place and then family invests heavily for a long period to prepare them for leadership role and to develop a unique interest in some aspect of business. As a result, family members often have stronger attachment than non-family members do.

However, as Chrisman and colleagues (2007a) note, Stewardship Theory, although providing valuable insights, is not able to explain many facets of family business’ governance outcomes. As such, the theory cannot provide an answer to the question of why some family businesses face the problems associated with parental asymmetric altruism and children free ride, while others – do not.

Further, the theory does not explicitly distinguish between intrinsic motivation and altruism. The lack of such distinction results in the fact that when incumbent – successor relationships are modelled according to this theory, then the problem of self-control becomes even stiffer. Because the theory rejects control or monetary incentives as efficient governance mechanism, it becomes unclear how one can prevent self-control failure resulting in self-indulging behaviour.

1.5. Integration of Agency and Stewardship Theories in family business

Both theories address principal-manager relationships and describe individual-level behaviours and firm-level governance mechanisms; however, due to different assumptions, come to contrasting suggestions. Agency Theory assumes the economic model of man and unbounded rationality, whereas Stewardship Theory assumes humanistic model of man and bounded rationality. Agency Theory is based on extrinsic motivation and Stewardship Theory is based on intrinsic and prosocial motivation. While Agency Theory is arguably unrealistically pessimistic in making assumptions about human nature (Rosanas, 2008), Stewardship Theory is unrealistically optimistic.

Neither of the theories taken alone would explain the variety of existing organizations. Also, in the existing literature it is not evident what happens when governance mechanisms and individual characteristics converge and how the individual might solve his internal “either-or” conflict between self-serving and others-serving behaviour (in other words “how an individual can rationally decide whether his nature is that of a steward or an agent?” Pastoriza & Ariño, 2008).

Family business is a very specific context from the point of view of organization theories. There is some evidence that within this context, agency prescriptions might lead to stewardship benefits, and steward prescriptions might lead to agency problems. The integration of both theories within the family business context sheds light on some complexities, which are only specific for family ownership. In some situations, Agency Theory alone or Stewardship Theory alone are not sufficient to explain the complex behaviour within the family business. A few papers examine the integration of both theories within family business context (Madison, 2015; Verbeke & Kano, 2012; Chrisman et al., 2013; Bluementritt et al, 2007; Prencipe et al., 2008).

Blumentritt et al. (2007) suggest that CEO selection should be based on agency prescriptions, but then stewardship perspective should be applied in his relationships with family, his fit to the organizational culture and implementation of trust systems rather than control and monitoring.

Sciascia et al. (2012) suggest that family ownership might have positive effect on internalization, when steward prescriptions are implemented. The negative effect of family ownership on internalization is explained by family conflicts, lack of resources and conservatism. The authors argue that monitoring mechanisms (which is an agentic prescription) might help to overcome stagnation and obtain the benefits predicted by Stewardship Theory.

Several papers suggest that agency prescriptions and stewardship prescriptions might have different implications on the motivation of family and non-family employees (Madison, 2014) and (Prencipe et al., 2008). These implications are not straightforward. Not only would non-family members not sometimes respond to steward incentives (Madison, 2014), but also family members might perceive non-family employees as agents *a priori* (Prencipe et al., 2008). Further, agency structure might be beneficial for both family and non-family members (Madison, 2014).

The motivation of principals and agents is not always aligned. Further, the motivation of family and non-family members is not always aligned. Neither agency, nor stewardship prescriptions alone are effective. Agency prescriptions might reinforce steward behaviour (which runs contrary to the general Stewardship Theory). And when implemented both with moderation – might be the most effective type of governance (Madison, 2014).

Further, motivation type does not always correspond to theory. Agency Theory problems might arise not only because individuals prefer agentic behaviour, but also due to the limited information they despond and limited rationality they have, e.g. the principle of unbounded rationality imposes too much limitation on the organization theories for them to realistically predict performance. Therefore, taken together, the theories might have been provided a more realistic picture of human motivation (Chrisman et al., 2007; Madison, 2014). Still, even taken together, the theories would lack formalization of the learning process and dynamism (Pastoriza & Ariño, 2008).

Separation of extrinsic and intrinsic motivation is the critical assumption. This assumption comes from Cognitive Evaluation Theory (Deci, 1975), which forms part of Self-Determination Theory. This theory explicitly states the overall negative effect of extrinsic motivation (specifically material rewards) on intrinsic motivation. From the point of view of family business research there is no contradiction in integrating the two theories and the negative effect is not self-evident. Several attempts to integrate the two theories (within the family business context showed that this can be a promising direction for future studies).

Apart from integration of two theories, introducing the ethical aspect into theories of organization remains a part of theoretical agenda (Kellermanns & Hoy, 2016; Caldwel et al., 2008; Argandoña. 2008). To date, the attempts to capture non-economic aspects of family business (moral as well as emotional components) lead to increasing use of Stewardship Theory within this context. This created uncertainty about the underlying assumption of the theory, "creating several uses of the concept of steward that depart from original idea" (Kellermanns & Hoy, 2016).

The theory of Pérez López is a more complex theory of organization. It not only integrates the opposing assumptions of Agency and Stewardship theories, but also introduces the concept of ethics to economic, which is missing in the Stewardship Theory (Argandoña, 2008). This theory could be a promising candidate answering two recent calls from family business researchers: (1)

purposeful integration of Agency Theory and Stewardship Theory; and, (2) introduction of ethical component that will capture the positive effect of family on business.

1.6. Theory of Pérez López

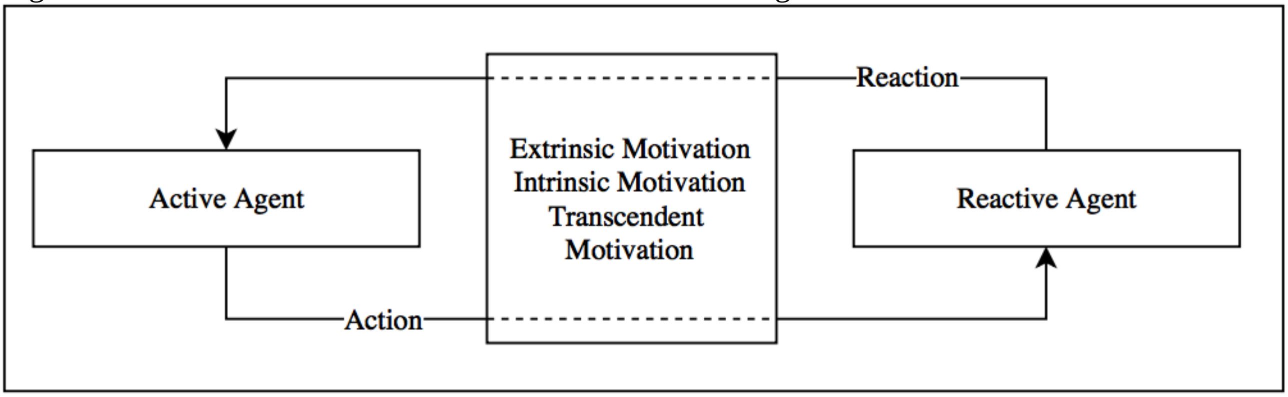
The starting point of organizational theories is the question: “Why does a firm exist?” A firm is a system of people who coordinate their actions to achieve objectives in which they all have an interest, albeit for different reasons (Pérez López, 1991). Agency Theory assumes that the interests of different parties are aligned by economic incentives. The Stewardship Theory is formally based on intrinsic motivation; however, the conception of intrinsic motivation is quite vague and *de facto* includes both: internal satisfactions achieved from completing an action (enjoyment, learning) and general pro-social and altruistic benefits.

Pérez López proposes to base the organizational theory in “anthropologic model of man” (Pérez López, 1993, p. 104-118). This model is based on the idea that employees not only search and respond to incentives (Agency Theory), or the intrinsic satisfactions obtained upon completing a good job (Stewardship Theory), but also they search “sense” in what they are doing (Muñoz, 2014). This “sense” is related to the necessity of person to attend and to satisfy other people problems (Melé, 2012, p.135).

Thus, the anthropologic model of man separates the intrinsic motivation from prosocial or transcendent motivation, and aligns these two with extrinsic motivation in order to explain how the motivation of different stakeholders and the goals of the firm might be aligned (Pastoriza et al., 2008). To explain this point, the ideas of Pérez López (1991, 1993, 1998), Rosanas (2008), Argandoña (2008) and Pastoriza and Ariño (2008) will be used. The explication will start with discussion of individual level motivations and proceed with presentation of firm-level governance principles and comparison of the theory of Pérez López with Agency and Stewardship Theory.

Individual level. Taking the theory of rational action, it can be assumed that subjects act in order to move from less satisfactory to more satisfactory situation. Therefore, if we consider a cooperation of two persons: “active agent” (AA) and “reactive agent” (RA), there can be three outcomes of an action conducted by active agent: extrinsic (satisfaction of AA that needs some instrumentality obtained from reactive agent); intrinsic (internal satisfaction of active agent) and external or transcendent (extrinsic and intrinsic satisfaction of reactive agent) (adapted from Pérez López, 1991).

Figure 4: Model of interaction between active and reactive agent



Source: own elaboration based on ideas of Pérez López (1991, 1993, 1998)

Thus, the criteria for judging an action are not straightforward. First criterion is the satisfaction that is obtained as a result of external result – "effectiveness". Second, criterion is the satisfaction obtained as a result of achieving internal results – "efficiency", which will make IT easier or more difficult for the active agent to achieve the same extrinsic outcomes in future. Finally, the third criterion represents the changes that take place in reactive agent as a result of interaction – "consistency", which will make IT more easy or more difficult to collaborate with the reactive agent in future (Pérez López, 1991, p. 36-38)[1].

Apart from these outcomes, any action results in learning of two lessons: operational (a learning that will allow completion of the same action more efficiently the next time) and evaluative (ability to value people and actions and to solve other problems). Based on this learning, the person might change his preferences in future and may decide to act differently in future.

Firm level. The theory looks at labour relationships within the firm under hierarchy, but also symmetrical, non-hierarchical relations. To put it into other words, it considers principal manager and manager-stakeholders' relationships and describes individual level behaviour and firm level governance principles.

The theory of Pérez López considers a wider possibility of outcomes of an action, than agency or Stewardship Theory. The author proposes governance "principles" and not specific "mechanisms" of management. According to the theory, the results of firm in the long run depend on the extent that firm leaders foster transcendent motivation. Transcendent motivation is the satisfaction from solving the problem for someone else. Transcendent

[1] It should be noted that in the theory of the terms effectiveness and efficiency is not used in the same sense as in other economical and managerial theories.

motivation orients the human action towards the improvement of the person in its deepest dimension, - the capacity to feel empathy and to establish profound affective relationships with them (Pastoriza et al., 2008). Taken together with extrinsic and intrinsic motivation, it prevents selfish forms, such as opportunistic behaviour (extrinsic motivation) or self-pleasing behaviour (intrinsic motivation).

At firm level, the theory suggests aligning extrinsic, intrinsic and transcendent motives of employees. First, the company should be effective in the way it generates and distribute surplus. In order to be effective, it might implement control systems. Employees should be well remunerated and should know that remuneration is justified by principle of achievement, competence, responsibility etc.

Second, the company should be efficient in a way it is attractive to its members. It should foster individual personal and professional learning and at least some hedonic satisfaction from the work performed. The prescriptions of Stewardship Theory might be implemented in order to foster attractiveness of the firm. Employees should be able to actualize their professional knowledge in order to be employable in future.

Table 1: Comparison of Agency, Stewardship and Pérez López Theories

	Agency Theory	Stewardship Theory	Pérez López Theory
Seminal work	Jensen and Meckling 1976	Davis et al., 1997	Pérez López 1991
Overview	Describes principal-manager relationships (hierarchical) and corresponding firm-level governance mechanisms	Describes principal-manager relationships and corresponding firm-level governance principles	Describes principal-manager and manager-stakeholders relationships and firm-level governance principles
Assumption	Economic model of man Unbounded rationality, no learning	Humanistic model of man Only positive learning	Anthropologic model of man Bounded rationality, positive and negative learning
Individual behaviour	Opportunistic behaviour due to information asymmetry	Cooperative behaviour and aspiration of mutual benefits in the long run	Complex behaviour based on positive and negative learning
Motivation	Extrinsic There is a contradiction between internal and external goals	Intrinsic and transcendent (not explicitly separated) No contradiction, but control undermine intrinsic motivation	Extrinsic, Intrinsic, Transcendent No contradiction, but negative learning is as feasible as positive learning
Governance	Monitoring & economic incentives	Trust systems	Both
Outcomes	Cost minimization	Wealth maximization	Both

Source: own elaboration

Finally, the organization should behave consistently with all stakeholders in order to promote their further identification with the goals of organization and trust. Leaders should help their subordinates to find the authentic value of their actions and the effect of their actions on others. Leaders should also help employees to increase their transcendent motivation and to do the work out of transcendent motives. This type of leadership will help to increase the unity of the organization that is key for the company survival in the long run (Pérez López, 1991, Caparás & Chinchilla, 2000).

By introducing transcendent motivation (separating it from intrinsic motivation) and the concession of learning, the theory of Pérez López unites the opposing assumptions of agency and Stewardship Theory, in a way that their contradictions are resolved. Table 1 summarizes the key points of three theories presented.

1.6.1. Basic assumption

The theory is based on the anthropologic model of man acting under conditions of bounded rationality. To start with, it assumes that an actor is interacting repeatedly with nature and with other actors and can change (adapt) his behaviour based on that experience. Thus, an actor through these interactions might be acquiring and improving his skills and knowledge about the nature and about the other actor. Agents are acting out three types of motivations: economic (extrinsic), like in Agency Theory, intrinsic and transcendent (like in Stewardship Theory). Different to Agency and Stewardship Theory, the theory of Pérez López is not static and models A free system, where the agent can obtain from experience both positive and negative learning (Pérez López, 1991).

The description of the main assumptions of the theory will start with A closer look at motivational aspects and then the concept of learning will be introduced.

The theory proposes three types of motivation that are additive. Pérez López (1991) proposes that extrinsic motivation fosters intrinsic motivation and intrinsic motivation fosters transcendent motivation. While the latter link (intrinsic motivation increases transcendent motivation) is documented by researchers exploring prosocial motivation (e.g. Grant, 2008), the impact of extrinsic motivation on intrinsic is controversial and is known in economic literature as *crowding-out* and *crowding-in* effects (Frey & Jegen, 2001).

Crowding-out is the negative effect of extrinsic motivation on intrinsic motivation that might happen under certain psychological conditions: (1) impaired self-determination (the locus of control shifts from inside to outside (Rotter, 1966)), (2) impaired self-esteem (intrinsically motivated person is deprived of the chance to show his interest and involvement) (Frey & Jegen, 2001). The crowding effects have been studied, and several meta-analytical researches have been conducted, basically coinciding in that "intrinsic motivation is undermined if external rewards are perceived as controlling" (Frey & Jegen, 2001, p. 542).

Crowding-in is the positive effect of external rewards on intrinsic motivation. Crowding-in has been studied less. Basically, external motivation crowds-in intrinsic motivation if the receiving person perceives it as (1) supportive or (2) informative in a positive way, and fostering the self-esteem (Frey, 2012).

Crowding effects of motivation have several implications for the economic theory. On the one hand, crowding-out runs in contra to the Agency Theory that takes intrinsic motivation as a constant and assumes that the increase in extrinsic motivation will always provide a corresponding increase in effectiveness. Studies show that these relations are not linear, but rather u-shaped and after some point the increase of extrinsic rewards may result in a negative effect on effectiveness.

On the other hand, crowding-in effects run contra to Cognitive Evaluation Theory (e.g. Deci, 1975) and other psychological theories that state that extrinsic motivation *always* decreases intrinsic motivation (e.g. Gagné & Deci, 2005). Crowding-in of intrinsic preferences provides evidence that human behaviour is more complex and there are not only "hidden costs" but also "hidden gains" of extrinsic intervention (Frey, 2012).

Finally, under some conditions, extrinsic motivation increases the willingness to behave prosocially (transcendent or prosocial motivation). When employees perceive extrinsic rewards as supportive, they experience a "positive reciprocity" effect and might be induced to behave in the best interest of the company, department and etc. (Fehr & Gachter, 2000). On the other hand, under "negative reciprocity" an individual might be forced into punishing actions (e.g. punishing free-riding). Both forms of reciprocity are related neither to present nor future material gains, which technically make it an extreme form of altruism (Fehr & Gachter, 2000).

Another crucial element of the theory is the "internal" consequence of action-reaction dyad: the learning of two agents (Rosanas, 2008), which will determine their behaviour in future interactions. According to Pérez López (1991), there are two types of learning: operational learning (ability of an agent to perform the similar action more efficiently); and, evaluative learning (ability to evaluate the value of a specific action; and, the extent of trust or willingness to cooperate with another agent in future). While operational learning may only have positive effects (with experience, an agent performs an action more efficiently), the evaluative learning may have positive and negative outcomes (the agent may like or may not like the results of an action or of a cooperation. If an agent evaluates the result of an instance of cooperation as negative, then he would not be willing to cooperate with reactive agent in future).

The learning of both agents should be taken into consideration by the active agent, at the time he takes the initial action. In the real-life situation, an active agent, who can be a general manager, may want to persuade the production manager to reduce production time by 10%. The results of this actions will depend on: (1) the ability of general manager to convince the production manager to evaluate his proposal positively and on the evaluative capacity of the production manager (this type of situation is not considered under the Agency Theory, where agents have perfect knowledge of their preferences); and (2) on the ability of production manager (reactive agent) to perform the task.

The result of the action may or may not correspond to the intended results and there might be a positive or negative evaluative learning by the general manager (active agent). For instance, if after the production cycle reduction was achieved, there were increased costs of production, then, despite the positive operational learning of the operational manager, the general manager will learn that reducing production time may not be a good goal to put forward and will be more cautious with similar objectives in future.

Finally, creating trust or distrust will determine the future of the relationship between agents. If the general manager and operational manager agreed on objectives through a frank conversation, then their relationship would not suffer, even though the results of an action from an economic perspective were negative. If, on the contrary, the decision was imposed on the reactive agent (operational manager), or the active agent (general manager) cheated or used some trick to persuade the reactive agent, then their relationship may suffer and the mutual trust will decrease.

Thus, according to Pérez López (1991), there is a three-criteria decision-making process based on: (1) the effectiveness of the decision (the degree to which the decision obtains desired results); (2) reactive agent’s operational and evaluative learning (ability to perform the action more effectively in future and trust in relationship with the active agent); and, (3) active agent’s own operational and evaluative learning (which determines plans for future initiation of action and trust in cooperation with a particular reactive agent).

Thus, evaluating an action is not an easy task:

1. One should take into consideration not just one criterion – effectiveness – achieving the expected result, but three types of outcomes of an action; and the learning of both agents as a result of an action.
2. There can be a trade-off between the external satisfaction and internal satisfaction of an agent. An employee with high intrinsic motivation will perform better and will probably need less financial reward, whereas more control and greater compensation should be offered for a more unattractive job. But this would not always be the case, as an employee may accept a less attractive task if he believes he should do it, and may protest doing even attractive work if he feels mistreated by the company. Also, the decision rule may change with the time.
3. The relative importance of three outcomes might be not obvious for an acting person. The person might "spontaneously" consider the extrinsic (effectiveness) and intrinsic results (efficiency) of an action, but it will probably take him some time or effort (some extent of "rationality") to see the external results (consistency) – how the relationships with other agents are evolving with the time.

The decision-making model of Pérez López, thus, is complex, but this complexity is justified by increased explication power of a variety of situations. The Pérez López framework integrates the three-criteria decision-making with three types of motives: extrinsic, intrinsic and transcendent, in order to explain the well-functioning organization based on effectiveness, efficiency and unity.

1.6.2. Application to the case of family business daughters

There is an on-going debate in the family business literature on whether family managers are agents (Schulze et al., 2001; Chrisman et al., 2004) or stewards (Corbetta & Salvato, 2004) or both (Tosi et al., 2003). Evidence shows that it is not uncommon for family firms to treat family members as agents (offering compensation and introducing control) (Chrisman et al., 2007b; Madison, 2014). Family and non-family members might also be treated as stewards: working without the imposition of control (Madison, 2014).

As was discussed, Agency Theory and Stewardship Theory face atypical problems when applied to the context of family business. The theory of Pérez López, through the alignment of three types of motivation and the introduction of the concept of learning, may be a valid framework for a "new theory of family firm" (Chrisman et al., 2007 a). Thus, better relationships between family and nonfamily members and between incumbents and the next generation might be achieved, if the family firm considers the alignment of following aspects:

1. Effectiveness: through consideration of economic results and contribution to firm's profits and shareholder value. The effectiveness might be achieved through compensation and control mechanisms, prescribed by Agency Theory and by addressing employee extrinsic motivation.
2. Efficiency: through consideration of a firm's non-economic results, e.g. employer brand. The efficiency might be achieved through the consideration of the intrinsic motivation of an employee: their desire to grow personally and professionally and to have an interesting and gratifying job.
3. Unity: through the consideration of the identification of employees with the objectives of the company, which can be achieved by addressing the transcendent motivation of employees through appraisal of others-serving and consistency in ethical actions.

There might be different reasons to stay in the company. Studies using Agency Theory framework warn that the next generation might be choosing to stay in the company because of opportunistic tendencies: the desire to free-ride, obtain a higher salary or higher position without corresponding contribution or effort, using their parents' tendency towards altruistic behaviour.

Also, the next generation might have a "professional" link with the family firm, being interested in developing professional skills and knowledge, enriching the professional network and obtaining tacit knowledge from their parents. Although intrinsic motivation as a reason to stay in A company is much more noble than opportunistic, it may lack the aspect of loyalty, which is the product of unity in the company.

Loyalty or identification with the company is developed through consistent positive evaluative learning and development transcendent motivation – a motivation to serve the goals of the company and its stakeholders. Which is consistent with "psychosocial altruism" – which is the transfer of norms and values to the next generation rather than normal goods or merit goods – a form of altruism that is more likely to coincide with governance efficiencies (Lubatkin et al., 2007).

There is evidence that family business daughters might be motivated extrinsically and intrinsically. Curimbaba (2002) proses a typology of family business daughters: "invisible", “professional” and “anchor”, where “invisible” seems to be moved predominately by extrinsic motives, and “professional” – predominately by intrinsic motives.

The next generation may develop identification with the business early in life. The introduction of transcendent motivation as another variable may provide new ways of learning about family business daughters.

Further, it may provide new solution to the controversies in literature about Agency Theory and altruism. It is possible that the alignment of transcendent motivation with extrinsic motivation will compensate opportunistic tendencies.

The research question was: *Can the opposing prescriptions of Agency Theory and Stewardship Theory be effectively integrated within family firms (a) to explain position of family business daughters (b)?* The purpose of proposing the framework of Pérez López was to integrate the two theories: Agency and Stewardship together within the context of family business. In the proposed framework, the basic assumption is that a worker should ideally be driven by a mix of extrinsic, intrinsic and transcendent motivation. It is proposed to test the motivational structure of family business daughters in accordance with this framework and see whether it can shed light on the problem of underrepresentation of family business daughters in high-level management positions.

CHAPTER 2

METHODOLOGY

SUMMARY

2.1. Mixed methods: justification

Female underrepresentation in family business is the general problem that this thesis is trying to solve. Taking into account that finding a holistic solution to this problem would be an overambitious task for this work at this point, the paper addresses only one part of a problem.

Decision on methods of analysis is key and cannot be taken lightly. Tashakkori and Teddlie (2003) suggest starting from aim of the research when deciding about design of the study is done. The research question was: "*whether the opposing assumptions of Agency Theory and Stewardship Theory can be integrated within family firm context (a) to explain family business daughter´s underrepresentation* (b)?"

This is a hybrid question, consisting of two parts. The first part is theoretical and was addressed through the revision of literature. The Agency Theory, Stewardship Theory and Pérez López theory were discussed in the previous part. It was suggested that by changing the theoretical lenses (applying the theory of Pérez López based on the anthropologic model of man, that is wider than economic model of man or humanistic model of model, even taken together) further insights could be gained. In particular, it was hypothesized that there is some connection between the structure of motivation and the position in the family firm.

The second part of the research question is empirical; however, there are several research problems in a way to answer the research question that cannot be answered at once or by one single method of research:

1. The assumptions of the of theory of Pérez López have never been applied to study the situation of family business daughters, so exploration should be the first step of a research in this field.
2. In case that the researcher will gain through the exploratory phase at least some evidence that the theory of Pérez López is useful to understand the situation of family business daughters, there is no tool or instrument to generalize these results in a quantitative study.
3. Once the quantitative study is done the results should be somehow interpreted and explained and the knowledge gained during the exploratory phase will be useful.

Therefore, the application of this framework with the aim of gaining knowledge implies several steps in the research. In other words, there is a need to understand the research objective through “multiple research stages” (Creswell & Plano Clark, 2011). Based on the mentioned research problematic, the following sub-questions were developed:

1. What can be learnt about motivation of the family business daughters by contrasting cases?
2. What factors explain position of the family business daughters?
3. How the family business daughters in a high-level management position are different?

The first question can be answered through a qualitative study – e.g. case study. The answer to the first question will determine whether the further steps should be taken. While the literature review provided some guidance up to the point, there is a need to see whether the empirical data will conform to the results of the literature review. In case there is some difference in motivational structure between cases, the research will pass onto the next step quantitative data collection and analysis of variables (e.g. “development” (in terms of Greene et al, 1989); or “generalization of exploratory findings” (in terms of Creswell & Plano Clark, 2011 will take place).

The second question can be answered through a quantitative study. The purpose of this question is to see whether the exploratory results can be further generalized. The generalization process is not straightforward and is related to the second problem that appeared above: the absence of measurement tools. Therefore, prior to answering the second question, specific tools for measuring motivation and barriers should be developed. Although, measurement tools can be developed deductively from literature, it is convenient to test those tools during the first part of the research (e.g. “validity will be increased” through the use of mixed sources of data (in terms of O´Cathain et al, 2007).

Finally, the third question can be answered once the quantitative results will be obtained. The purpose of the third question is to take a further step and see whether there is some extent of variation within a group of family business daughters who occupy high level management position. This question can be answered by qualitative study or by transforming existing data and making a mixed analysis of data (e.g. increased validity through triangulation).

Mixed research seems to be applicable to a wide variety of research areas and disciplines; however, not all situations justify the mixed research methodology. As any kind of research, mixed methods have its shortcomings: these methods require that a researcher (or team) were expertized in both qualitative and quantitative tools of data collection and data analysis. Research based on the mixed methodology requires more time and resources due to the need to collect or analyse the data at least two times. Finally, mixed method is relatively young research methodology. Although, the application of mixed methods has grown exponentially in the last decade, still the audience of the research might have preferences of one type of evidence over the other (Creswell & Plano Clark, 2003).

It can be seen from the brief review of the research plan above, that data source and one method of analysis would be insufficient to answer the research question and there is a need to understand the research objective through multiple research phases, by using both: qualitative and quantitative methods to answer the research question (Creswell & Plano Clark, 2011). Thus the need to use mixed methods in this research could be specified as follows: development of the results from one method to inform the other method (Greene et al., 1989); generalization of exploratory findings (Creswell & Plano Clark, 2011); increase validity (O´Cathain et al, 2007) and triangulate findings (Greene et al., 1989).

2.2. Mixed methods

There are several definitions of mixed methods that are based on various elements of research: paradigm, methods, or research process. One of the most cited definition is the following: “mixed research is a research in which investigator collects and analyses data, integrates the findings and draws inferences using both qualitative and quantitative methods to answer the research questions in a single study as well as those studies that are part of a larger research program and are designed as complementary to provide the information related to several research questions, each answered with a different methodological approach” (Tashakkori & Creswell, 2007).

The term mixed research has evolved over the several decades. Creswell and Plano Clark (2011) provide a detailed evolution process. According to these authors, the first, “formative period” was marked by the initial interest in combining research methods and started in 1950s with ideas of Campbell and Fiske (1959), Sieber (1973), Denzin (1978) and Patton (1980) and continued over three decades.

This was followed by “paradigm debate period” during 1970-1980, with scholars arguing if the two types of data can be combined. Procedural development period began in 1980, shifting attention to the methodology of the research method. This period was marked by contributions of Greene et al., (1989), Morse, (1991) Creswell (1994) and Tashakkori and Teddlie (1998). “Advocacy and expansion” as well as “reflection” – are the two ultimate periods in the development of mixed methods.

2.2.1. Paradigm debate

Although paradigm debate started over several decades, some scholars still seem to be involved into the discussion. The difference between quantitative and qualitative research is often seen as fundamental. Quantitative research is deductive and hinges on the presence of a hypothesis, which is identified before research begins. Qualitative research is inductive and does not require a hypothesis in order to start the research process. Two research methods as well differ in underlying philosophies and worldviews of researchers in the two ‘paradigms’ or ‘epistemologies’.

Positivism is what underlies quantitative research. Positivism contends that there is a single reality and the work of researchers is to uncover this reality using objective research methods (Firestone, W., 1987). In its extreme form positivism contends that the world can be understood through some fixed laws of cause and effect, which should be tested by detached and unbiased scientific thinking.

Constructivism or qualitative research emerged as an alternative to the positivism as researchers tried to examine the context of human experience (Schwandt, 2000). Researchers who work within the constructivist paradigm believe that there is no common truth, and that reality is constructed by researcher (Appleton, & King, 2002).

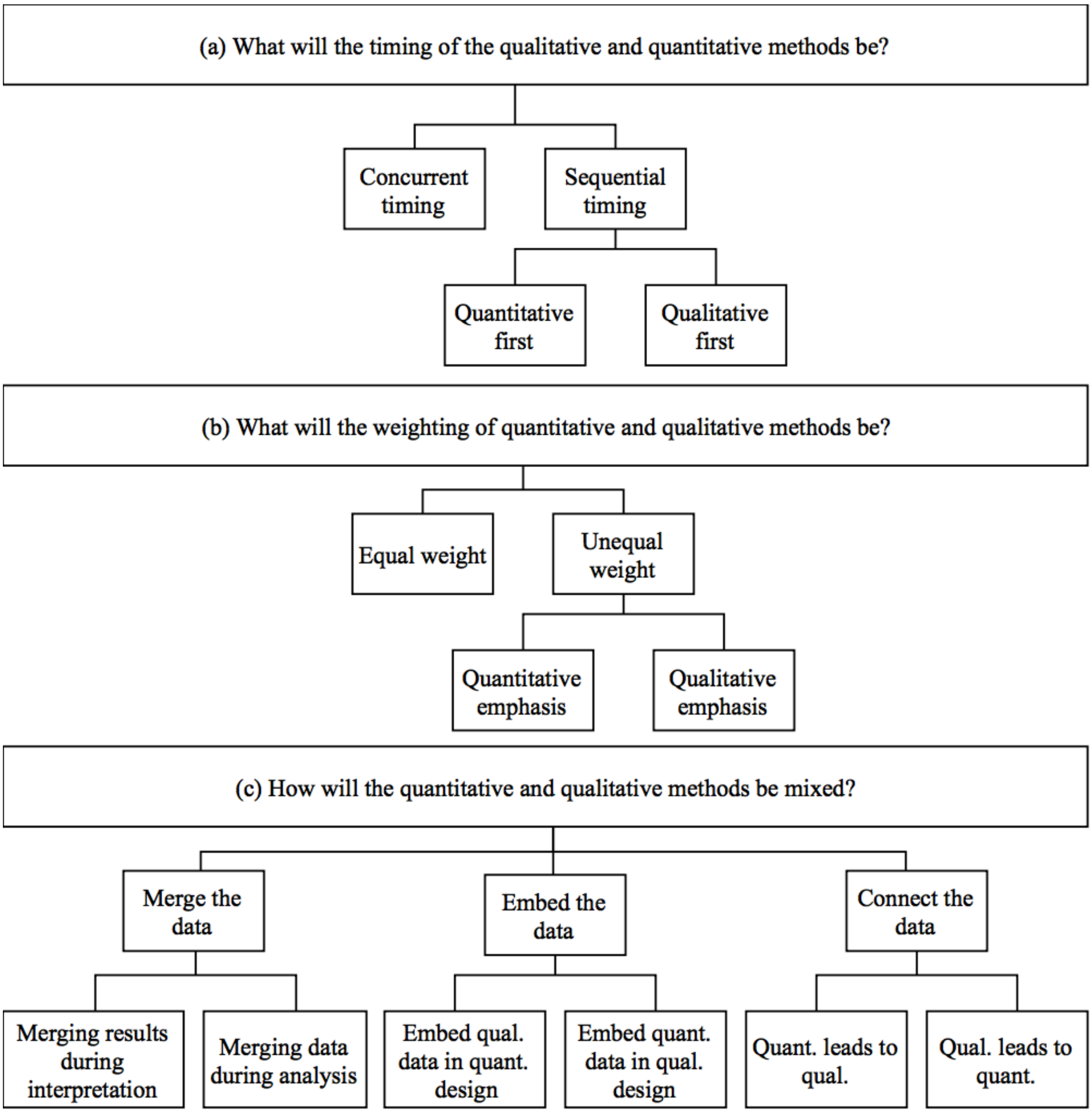
The extreme relativist position is obviously as problematic as the extreme positivistic one. The terms *post-positivism* and *pragmatism* arise from the critics of extremist views on the research paradigms. *Post-positivists* admit that it is impossible to uncover objective reality. However, realizing that subjectivity is inevitably shaping the understanding of reality, they still believe that it is possible approximate the single reality through quantitative research methods.

The *pragmatist approach* to research consists of using different methods depending on the research question. Pragmatism philosophy emerged with ideas of Peirce, Dewey and James contends that the meaning and the truth of any idea are a function of its practical outcome(s). It was further developed by more contemporary scholars: Cherryholmes (1992) and Murphy and Rorty (1990). Pragmatism paradigm leads researchers to use quantitative, qualitative or mixed methods whenever this use is appropriate and valuing both objective and subjective knowledge. According to Tashakkori and Tedlie (2003), at this point pragmatism can be formally linked to mixed research methods.

2.3. Research design

Research designs are procedures for collecting, analysing, interpreting and reporting data in research studies (Creswell & Plano Clark, 2003). A variety of classifications of research designs for mixed methods already exist in literature; however, according Creswell and Plano Clark (2011) a few decisions should be made by researcher in order to construct a research design that fits the research project: the timing, the relative weight and the approach to mixing strategy (figure 5).

Figure 5: decision tree for mixed method design



Source: Creswell & Plano Clark, 2003

The timing refers to the temporal relationship between quantitative and qualitative components of the study. The researchers should decide whether the quantitative and qualitative parts should appear sequential (and which goes first) (explanatory or exploratory sequential design) or concurrently (e.g. convergent parallel design).

Second, the researcher should consider relative weighting based on the potential value quantitative or qualitative data can add to the goals of the research (Morgan, 1998) and practical considerations: resources, researcher skills and audience preferences (Creswell & Plano Clark, 2003). Finally, mixing data implies merging, embedding or connecting data. Figure 5 shows a decision tree, proposed by Creswell & Plano Clark, 2003, that illustrates three stages of decision-making when conducting a mixed-method research.

According to Tashakkori and Tedlie (2003) the research design should start with the aim of the study and particular research questions.

Because research questions are dependent it is logical to use sequential design. Sequential design IS a research type where "the results of the first method help to develop or to inform the second method" (e.g. Greene et al., 1989). The research starts with exploratory qualitative phase, which may or may not be followed by quantitative part. Although the research will start with qualitative methods, the same weight will be given for both sources of data. In order to interpret further and enhance the results of quantitative study data will be transformed and analysed by mixed method tool.

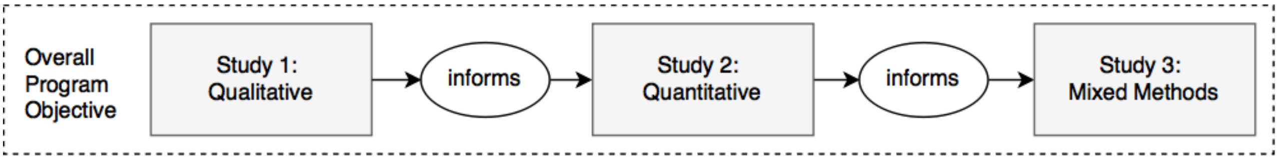
The first part of the research has exploratory design that has two goals: theory development and instrument development (Creswell & Plano Clark, 2011). The theory development goal has more importance than instrument development and consists of exploring the theoretically proposed variables. The instrument-development goal was to attempt to increase validity of the scale, measuring family business daughter motivation and perceived barriers.

The second part of the research will be informed by the results of qualitative study: the decision will be taken whether the research question is at least partially justified and deductive approach to item generation for scale will be enhanced with inductive approach.

Data will be gathered by means of survey. Then the survey data will be used to both: develop the corresponding scales (measurement instruments) and to check corresponding hypothesis.

Finally, the last step of the project will be informed by the quantitative study results. In order to interpret results of the quantitative study and to enhance the validity of the research, data will be transformed and analysed by means of qualitative comparative analysis (QCA), as this instrument fits better to answering the purposes of the research. The last step will be based on the mixed methodology. QCA is considered to be an “inherently mixed” technique (Teddlie & Tashakkori, 2009, p.273) element of both methodologies.

Figure 6: Multiphase design



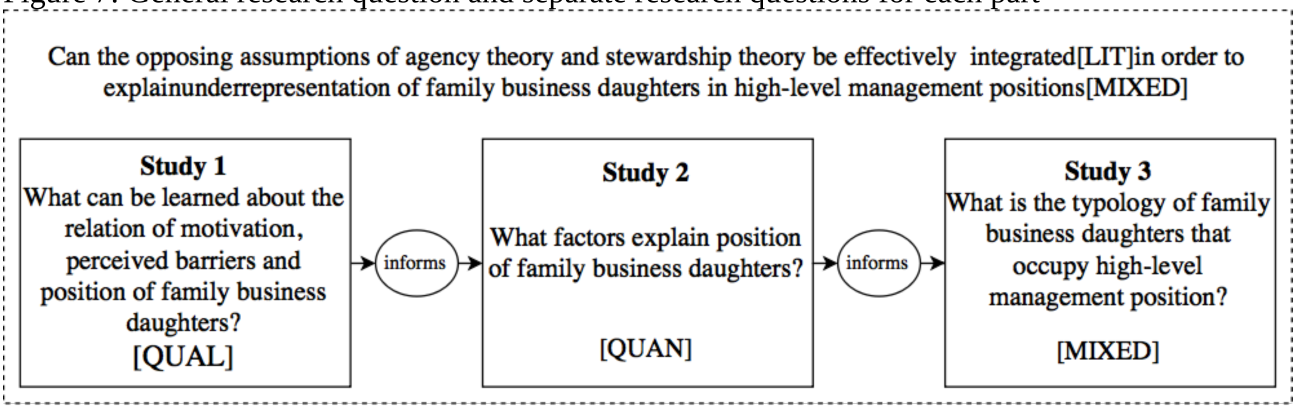
Source: *Creswell & Plano Clark, 2011*

The resulting design fits into the definition of “multiphase design” (Creswell & Plano Clark, 2011). According to these authors, multiphase design occurs “when an individual researcher or team examines a topic or problem through an iteration of connected quantitative and qualitative studies that are sequentially aligned, with each new approach building on what was previously learned to address a central program objective” (Creswell & Plano Clark, 2011). Thus “the purpose of this design is to address a set of incremental research questions that all advance one programmatic research objective” (Creswell & Plano Clark, 2011). Thus to answer the “overarching research question” (Tashakkori & Tedlie, 2003), a set of separate questions is developed which are answered sequentially by multiple studies.

2.4. Research questions

Creswell and Plano Clark, (2011) recommend using pragmatism as a general worldview and constructivism for qualitative study and post-constructivism for quantitative study. Because a sequential design allows to address specific questions for each part of the general study it is recommended to carefully state propositions for each part, which both contribute to the overall study purpose and build upon what was learned in previous phases.

Figure 7: General research question and separate research questions for each part



Source: own elaboration

2.4.1. Study 1: What can be learnt about motivation of the family business daughters by contrasting cases?

The first step for the general goal of this research consists of discovering the territory. There are several initial problems that the study 1 should resolve: (1a) no systematic research has been done to link motivation of family business daughter and her perception of barriers to their context: their role and position in the company, antecedents of entering the company or personal situation; (1b) the assumptions of the theory of Pérez López have never been applied (2a) there is no specific tool to measure quantitatively career motivation based on three types of motivation: extrinsic, intrinsic, transcendent; (2b) there is no specific tool that measures perception of barriers within the family business context.

Therefore, the goals of the first chapter are two-fold: first, to develop theory and, second, to develop specific instrument in order to facilitate generalization of the findings. Case study was chosen because the unit of analysis is complex and there are some theoretical considerations in the background that this research wants to use to link with reality.

2.4.2. Study 2: What factors explain position of the family business daughters?

The aim of the second study is to quantify the findings of the first study and to discover whether the results of the first study can be generalized. If the empirical findings in the first study will support theory, then the following hypotheses will be applied to study two. A series of hypotheses was developed for the quantitative part of study. The summary of hypotheses is presented in figure 8, while the description in table 2.

While combined effect of motivation on position will be considered in study 3, direct effect relationships are hypothesized in study 2. Hypotheses one, three and five predict the effect of motivation on barriers; hypotheses two, four and six – predict relationship of motivation and position; and, hypothesis seven predict the effect of barriers on position.

Hypotheses for extrinsic motivation. Daughter commitment to family business based solely or predominantly on extrinsic motivation is not infrequent, but might be damaging to the business or at least is not desirable for business development. This type of motivation brings out problems, which are typical to Agency Theory: free-riding, shirking, adverse selection, etc. because of misalignment of personal goals and companies' goals, therefore, requiring control mechanisms and incentives. From this point of view, "invisibility" and "reactivity" might be perceived by parents as a sign of professional incompetency and might induce them to create additional entry barriers or control system.

The opposite might also be true: due to parental gender bias, family business daughters might be locked within a small job, as exit barriers are high.

> *Hypothesis 1: Daughter motivation based solely or predominantly on extrinsic outcomes is positively associated with perceived leadership barriers.*

Family business children often behave opportunistically or at least from utilitarian point of view. Family business daughters are not exempted from this tendency. Daughter motivation might be based on sense of obligation – feeling of guilt or shame (Otten-Pappas, 2013; Schröder et al., 2013), or on the perceived absence of other employment opportunities (Sharma & Irving, 2005; Curimbaba, 2002; Dumas, 1992; Dumas, 1998).

Dumas (1998) suggests that "reactive vision" of family business daughter will lead to seeing a business from utilitarian point of view, focusing on job tasks and on the burden of responsibility rather than on leadership tasks and business strategy. In a similar vein, Curimbaba (2002) portraits "invisible heiresses" - a type of family business daughter, who tends to care about the job, and not the business and much centred in having a title “heiress” that the real power to make business decisions.

Hypothesis 2: Daughter motivation based solely or predominantly on extrinsic outcomes is negatively associated with high level of management position.

Hypotheses for intrinsic motivation. Females with solid education, work experience and a history of family business have quite low exit barriers because other jobs on the market are available for them. Curimbaba (2002) in her characteristic of “professional heiresses” suggest that this group is usually ambivalent to working for family business or for the market. Therefore, perceived barriers to leadership would rather discourage these females from working in family business and would push them into searching for other work opportunities in the market: external employment or entrepreneurship.

Hypothesis 3: Daughter motivation based on intrinsic outcomes is negatively associated with perceived barriers to leadership.

Family business daughters who are internally motivated, feel authentic interest or driven by an internal sense of commitment to family firm and desire to help (Schröder et al., 2013; Sharma and Irving, 2005; Curimbaba, 2002). Cole (1997), Jaffe (1990), Dumas (1998), Dumas (1992), Sagalnicoff (1990), and other authors - all reported women had satisfying careers within the family firms.

Family business daughters who are intrinsically motivated would spend more hours on work, be more proactive, eager to learn and dedicated to higher extent. Consequently, they will take on more responsibility, more difficult and challenging projects and will learn more personally and professionally. Such an attitude will help them to gain respect of the colleagues. It is more probable that parents will feel more confident to gradually share leadership responsibilities with them.

Hypothesis 4: Daughter motivation based on a combination of extrinsic and intrinsic outcomes is positively associated with high level of management position.

Hypotheses for transcendent motivation. Family business is very specific context to talk about transcendent motivation. “There is something more deeply rooted in transfers of power than impersonal business interests. The human tradition of passing on heritage, possessions, and name from one generation to the next leads both parents and children to seek continuity in the family business" (Gilding et al., 2013 citing Barnes & Hershon, 1976, p. 107).

Vera & Dean (2005) provide a good example of family business daughter motivation to work in family firm that is comprised of extrinsic (flexibility in setting your hours, comfortable place to work), intrinsic (you get to spend a lot of time with your family) and transcendent (pride of carrying on the family tradition, feeling that everyone in the business is working toward the same goal, shared family values) and positive evaluative learning (customer loyalty, good reputation from previous owner that helps open doors).

Similarly, to those, who is motivated intrinsically, an attitude to work based on transcendent motivation will normally lead to increasing personal and professional experience. On the one hand, seeing too much barriers will more probably discourage a family business daughter from following the career path. On the other hand, positive work attitude and growing professionalism, when noted, should decrease gender barriers.

> *Hypothesis 5: Daughter motivation based on transcendent motivation is negatively associated with high barriers to leadership.*

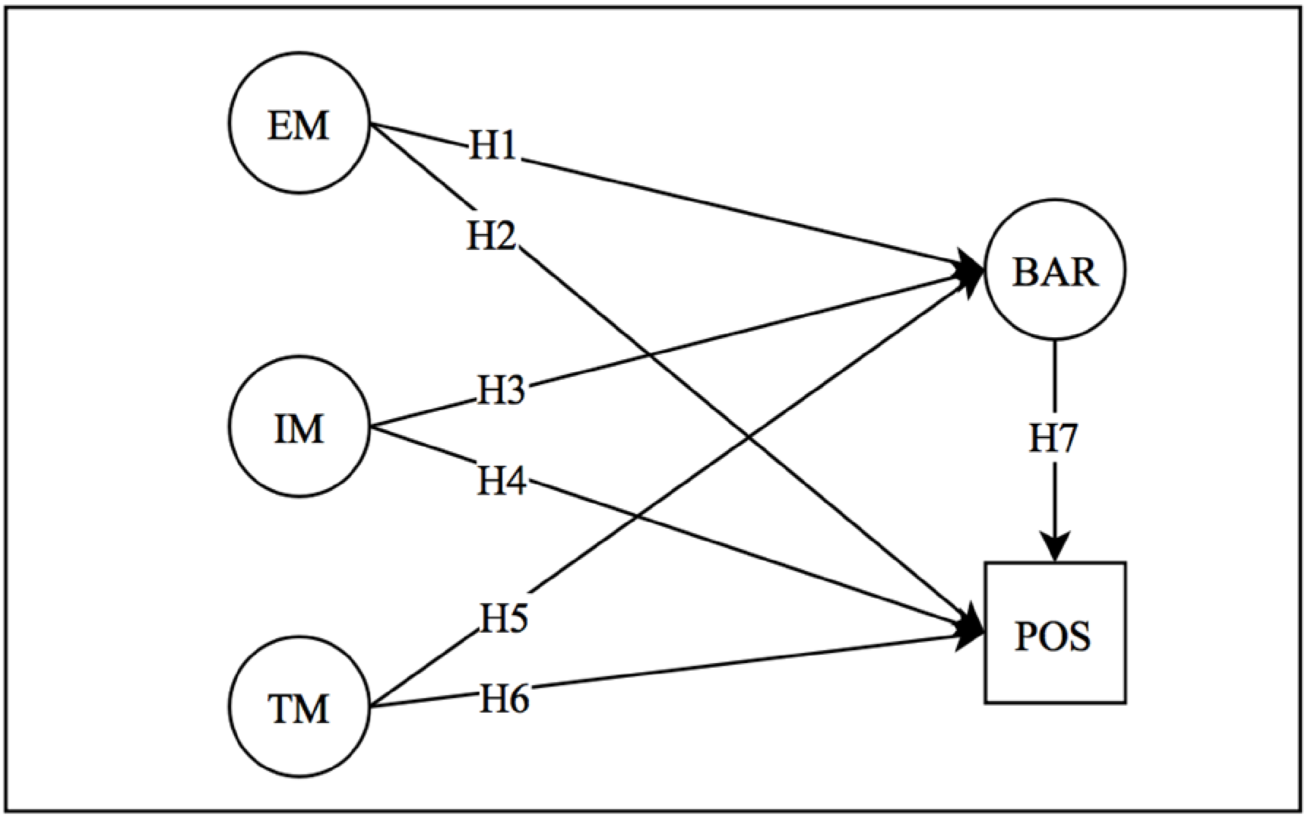
Family business daughters who are motivated transcendently may become to play a more indispensable role in the company by balancing the interests of company, employees, client and partners. Having family values internalized they will be more likely to be an example of an integral leader, enjoying the respect of family and non-family employees.

> *Hypothesis 6: Daughter motivation based on transcendent motivation is positively associated with high level of management position.*

Hypotheses for barriers. Women who experience barriers: family (primogeniture, role incongruity, lack of support), social ("boy´s network", male dominated organizational hierarchy) or internal (low self-esteem, low confidence), will face more difficulties in career progression. It is probable, that expectation of high barriers will lower their career aspiration and demotivate them from taking on challenging tasks.

> *Hypothesis 7: Perceived barriers have negative relationship with the position.*

Figure 8: Hypotheses



Source: own elaboration

Table 2: Hypotheses description

Hypotheses	
H1	Daughter motivation based on extrinsic outcomes is positively associated with perceived barriers to leadership.
H2	Daughter motivation based on extrinsic outcomes is negatively associated with high level of management position.
Intrinsic motivation	
H3	Daughter motivation based on intrinsic outcomes is negatively associated with perceived barriers to leadership.
H4	Daughter motivation based on intrinsic outcomes is positively associated with high level of management position.
Transcendent motivation	
H5	Daughter motivation based on transcendent motivation is negatively associated with perceived barriers to leadership.
H6	Daughter motivation based on transcendent motivation is positively associated with high level of management position
Barriers and Position	
H7	Perceived barriers have negative relationship with position

Source: own elaboration

2.4.3. Study 3: How the family business daughters in a high-level management position are different?

The assumption of the theory of Pérez López is the fact that all three types of motivation: extrinsic, intrinsic and transcendent, should be aligned for a good motivational quality of a leader, that will in turn affect longevity of the company. Traditional quantitative methods do not allow studying combined effects of factors. Qualitative Comparative Analysis (QCA) compares case by case the configuration of factors that lead to specific outcome, assuming the configuration (or alignment) of separate factors is more important than separate factors. This feature of QCA ("equifinality" Ragin, 2000) will allow to build an "informed typology" (Fiss, 2011) in which motivational configuration describes a prototype of family business daughter that achieved high-level management position.

The research question of this study is "what is the typology of family business daughter who occupy high-level management position?" And the proposition for this study is that:

1. There are several types of family business daughters
2. One type of family business daughter will illustrate the theory of Pérez López

CHAPTER 3

STUDY 1

QUALITATIVE ANALYSIS

SUMMARY

3.1. Qualitative research: justification

The first chapter presented three organizational theories: Agency Theory, Stewardship Theory and Pérez López theory - each based on a distinct motivational assumptions underlying the formation of the organization in the free market of exchange. These theories model individual behaviour and organizational governance based on the premise of a motivational variation. Then the research question was: "*whether the opposing assumptions of Agency Theory and Stewardship Theory can be integrated within family firm context (a) to explain family business daughter´s underrepresentation* (b)?"

In order to answer the second question a model with 7 hypotheses was developed for testing quantitatively. However, there is a number of theoretical and empirical shortcomings due to the innovative nature of the investigation. In particular, these shortcomings may be summarized by following points: (1) no systematic research has been done to link motivation of family business daughter and her perception of barriers to their context: their role and position in the company, antecedents of entering the company or personal situation; (2) there is no specific tool to measure quantitatively career motivation based on three types of motivation: extrinsic, intrinsic, transcendent; (3) there is no specific tool that measures perception of barriers within the family business context.

Qualitative methods naturally capture changes in the dynamic environment, provide meanings in the context and offer greater depth and detail (Patton, 1999, p. 1193). Selecting the most appropriate qualitative method depends heavily on the questions being asked. Because the unit of analysis is complex and there are some theoretical considerations in the background that this research wants to use to link with reality, the case method was chosen.

This chapter sets out a strategy for qualitative data collection and analysis of the situation of family business daughters that have chosen to pursue their career in family firms. The first section considers the appropriate methods of sample construction and selection to maintain internal and external validity, generalizability and reliability. The second section presents results of the study, findings and conclusions.

3.2. Method: case study

Case study is a tool for generating and testing theory, which can be applied to situations “where the number of variables of interest far outstrips the number of data points” (Yin, 1994, p.13). In general, the difference between case study and other research methods IS that case study seeks to study the problem or phenomenon in its context (e.g. Pettigrew, 1973). Case study proved to be a powerful tool in specific situations (not limited to theory development, theory testing, pointing attention to unusual situation o group comparison (e.g. Tellis, 1997); however, “without rigor, relevance in management research cannot be claimed” (Gibbert et al, 2008 citing Scandura & Williams, 2000).

Establishing methodological rigor in terms of validity and reliability has always been of a special concern of qualitative researchers (e.g. Yin, 1981; Campbell, 1975). There are numerous criteria to assess the rigor of qualitative research (Gibbert et al, 2008, p. 2). Internal validity, external validity, construct validity and reliability – is the most commonly used criteria (in qualitative research), which was adapted for use in case study by Yin (Yin, 1994).

Briefly speaking, “internal validity” refers to the causal relationships between variables and results and consists of providing a good causal reasoning or logical reasoning (Yin, 2003). Developing a clear research framework, pattern matching and theory triangulation – enable researcher to enhance “internal validity” (Yin, 1999). Internal validity is the quality test at the stage of data analysis in explanatory case studies (Yin, 2003, p. 41).

Second, “construct validity” of a procedure refers to the quality of the conceptualization or operationalization of the relevant concept. It refers to the extent to which a study investigates what it claims to investigate (Gibbert et al. 2008, p.3). In order to enhance the construct validity, the researcher might consider using “triangulation” or multiple data sources and to establish a clear chain of evidence to reveal the logical process behind conclusions (Yin, 2003). Construct validity is a quality test for data collection phase (Yin, 2003, p. 41).

Third, “external validity” is based on analytic generalization. Analytic generalization is opposed to statistical generalization and refers to the generalization from empirical observations to theory (Yin, 2003). The use of replication logic is the driver of external validity in multiple case studies (Yin, 2003). Thus, in order to enhance external validity researcher might perform cross-case analysis involving four to ten case studies (Eisenhart, 1989b) and provide clear rationale for case selection (Yin, 2003). External validity should be implemented at the stage of designing the research (Yin, 2003, p. 41).

Finally, “reliability” is based on transparency and replication (Yin, 1999). Yin recommends creating case study database that includes case notes, documents, transcripts and other related sources of analysis (Yin, 1999). Reliability is a quality test that is implemented at the stage of data collection (Yin, 2003, p. 41).

3.3. Research design

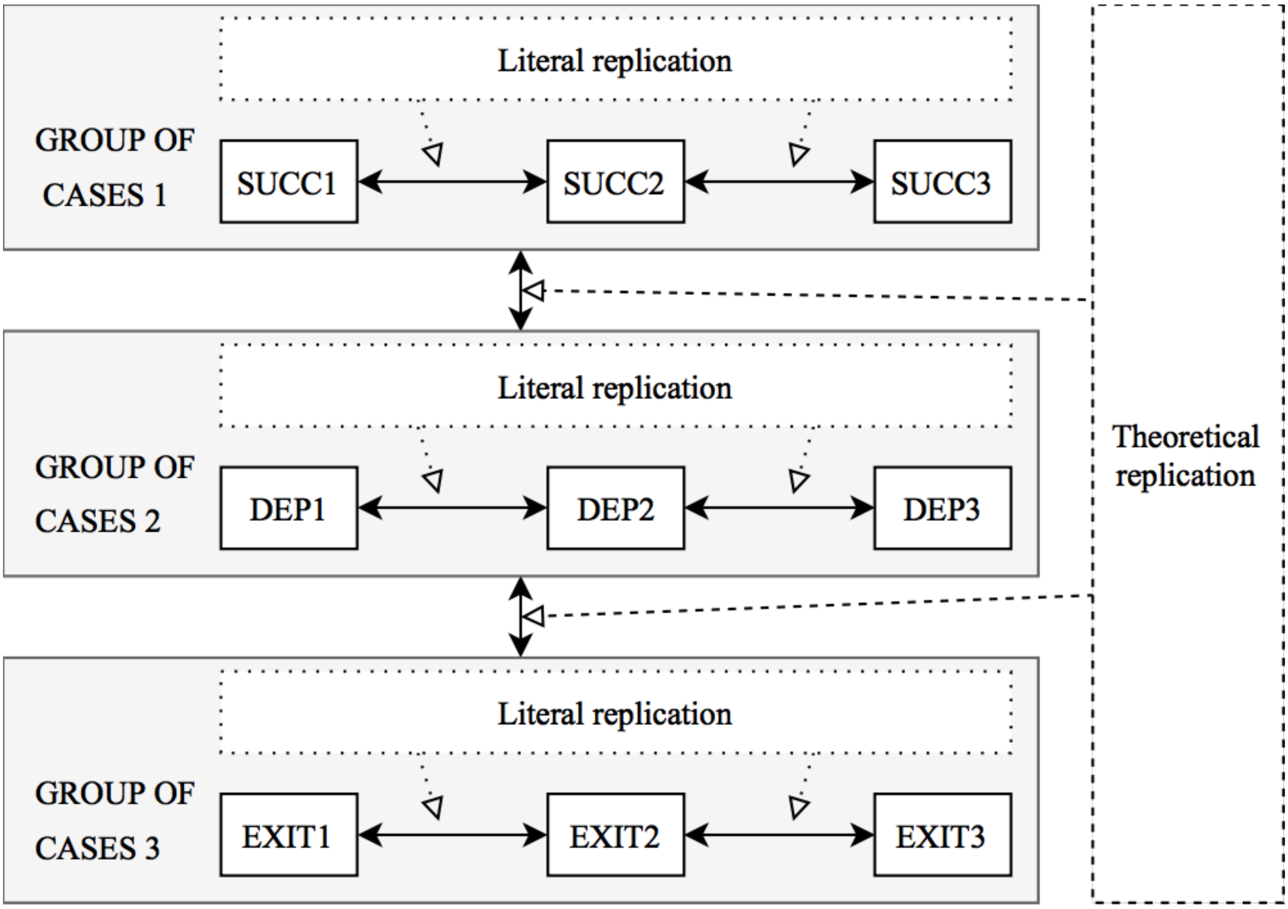
The central tendency among all types of case studies is that it tries to illuminate a *decision or a set of decisions*: why they were taken, how they were implemented, and with what result” (Yin, 2000, citing Schramm, 1971). The main hypothesis of this thesis is that family business daughters differ in terms of motivation and that these differences are reflected in their position in the company and their perception of barriers. Therefore, this study is interested in analysing *patterns of decision-making* within different groups of family business daughters. Basically, these groups differ on their labour situation and role they play in the family business.

The objective of the study dictates a multiple case study (Yin, 2003) or collective case study (Stake, 1995) should be implemented. According to Bryman (2008, p.61) comparative research strategy allows the distinguishing characteristics of two or more subjects to facilitate theoretical reflections about contrasting findings. In this study, a systematic comparison within (a literal replication, Yin, 2003) and between groups (theoretical replication, Yin, 2003) of family business daughters allows to reflect on whether there is a connection among motivation of a family business daughter, perceived barriers to leadership, her position and her willingness to stay in the family firm.

In other words, this research is guided by replication logic, which is a primary criterion for external validity in multiple case study strategy (Yin, 2003). The replication logic is conceptually different from the notion “representative sampling”. As such, the driver for a qualitative data analysis, analytical generalization (based on replication logic), is conceptually different from statistical generalization (based on notion of representative sampling) in quantitative research.

Analytical generalization is key in qualitative research. Because it depends on replication logic, a careful sampling based on theory or logical considerations should be done in order to facilitate further analysis. Literal replication and theoretical replication are two modes of replication logic. Literal replication predicts similar results to occur and theoretic replication predicts contrasting results for predictable reasons (Yin, 2003, p.47).

Figure 8: Case design and analysis logic



SUCC –Successor, unit of analysis of case 1; DEP – Head of Department, unit of analysis of case 2; EXIT – Left family company, unit of analysis of case 3
Source: own elaboration

The replication logic provides considerable guidance for research design and sampling. In order for the results to be generalizable, literal replication of sub-groups should be done, selecting units of analysis of similar demographic, social and economic characteristics. Similarly, for theoretic replication, units of analysis should be purposefully sampled to be different only on one of the key characteristics. The extreme-case logic may also be helpful to potentially magnify the effects under investigation.

The choice of an appropriate sample should address the particular phenomenon under investigation. In order to facilitate further analysis, three scenarios were modelled. Two scenarios are in parallel with further quantitative analysis and the last one represents the opposing scenario (or extreme case, Yin, 2003). Each case is based on three units of analysis. Figure 8 illustrates research logic and design.

The units of analysis were selected in a way that facilitates analytic generalization (Yin, 2003). For each group of cases three cases were selected. These daughters were of a similar age, family situation, and work experience and the corresponding companies were of similar size, position in the market, and, in a similar industry. Between and within groups of cases, it was intended to keep major demographic similarities in order to facilitate analysis and generalization.

Table 3: Study 1 sample description - companies

	Turnover last year available* (Euro)	Generations (N)	Family members (N)	Number Employees*	ROA*
Mean	38,5 M	4	4	126	8
Median	13,5 M	2	4	97	3

** Some information was extracted from SABI database in order to avoid asking uncomfortable questions*
Source: own elaboration

Table 4: Study 1 sample description - family business daughters

		Education	Experience inside family firm (years)	Children (N)	Marital status
Group of cases 1	SUCC1	Business & Marketing	More than 15	1	Married
	SUCC2	Business	More than 30	7	Married
	SUCC3	Professional & Business	More than 20	3	Married
Group of cases 2	DEP1	Business	More than 15	3	Married
	DEP2	Professional	More than 20	0	Married
	DEP3	Professional	About 30	4	Married
Group of cases 3	EXIT1	Professional	About 30	More than 1	Married
	EXIT2	Professional & Business	More than 15	2	Married
	EXIT3	Business	More than 20	1	Divorced

SUCC –Successor, etiquette for group of cases 1; DEP – Head of Department, etiquette for group of cases 2; EXIT – Left family company, etiquette for group of cases 3
Source: own elaboration

In general, the sample represents a group of medium-big family companies, with positive ROA, with at least two generations working in it (currently or in the past), with at least two family members working in it (currently or in the past). Table 3 and table 4 summaries information about companies and family business daughters that participated in the case study.

The main source of information for each case was in-depth interview that lasted about 1 hour. The data gathered in the interview was triangulated with personal notes and observations, articles and previous interviews (if applicable) on the web and company information from SABI.

All the participants were informed that the interviews are strictly confidential and signed the informed consent. The interviews were purposefully planned in order to provoke participants to speak about potentially interesting topics.

Further a more detailed information about the sample will be provided and the rationale behind and how the data was collected each group of cases will be discussed. A general description of how the interviews were conducted will be also provided.

3.4. Data collection

Construct validity is a criteria used for judging quality of qualitative study at the stage of data collection. According to Yin (2003) construct validity depends critically on operationalization of measures, establishing a chain of evidence and using multiple sources of evidence.

Table 5: Definitions of extrinsic, intrinsic and transcendent motivation

	Definitions according to Pérez López (1990)
Extrinsic motivation	A motivation for an activity, which is done for a separable result of acting person. Obtaining this separable result requires some instrumentality, such as tangible or verbal rewards.
Intrinsic motivation	Intrinsically motivated activity is done for inherent satisfactions of acting person. It treats with satisfactions that the person obtains from realization of work itself.
Transcendent motivation	A Transcendent motivation initiates and sustains an activity that is done anticipating the reaction of another person, who is related to the company directly or indirectly.

Source: own elaboration

Operationalization of measures was done prior to the interviews. The purpose of the case study was primarily exploratory (see Yin, 2003 for a review). However, exploration was combined with theory refinement in order to develop a measure of different motivation types and gender barriers to leadership. Prior to interviews an exhaustive literature review was conducted in order to define extrinsic, intrinsic, transcendent motivation and barriers to leadership. While, the next chapter will present a detailed report on this issue (see pp. 100 - 111).

Semi-structured interview was the primary data source. All the interviews were scheduled in office hours and conducted in the company premises, where the participant worked, which allowed to take additional notes, as is recommended by Yin (2003). All the interviews were conducted one in one with the investigator. An interview lasted about an hour. In the first few minutes I usually explained the purpose of the research, described how an academic interview is different from any other interview and signed the informed consent that the information provided would be strictly confidential.

Yin (2003) suggests that the researcher conducting in-depth interviews must acquire the following skills: the ability to ask good questions and to interpret the responses, be a good listener, be adaptive and flexible, unbiased by preconceived notions and possess good theoretic background on the issue of study. I intended to follow those recommendations.

Table 6: Explaining the purpose of interview questions

Areas of interest	Interview Questions
Antecedents	When child, did you help in the family company? Did your parents discuss business issues with you? Do you like to work with your father/mother?
Sequences of actions	What were your career steps?
Outcome	Are you satisfied with your current employment/ position in the company? If you could go back, would you have entered the family firm anyway?
Motivation to work in family firm	Could you remember the time you entered in the family firm, what factors played the key role? What are the benefits / negative issues of working in the family firm? What is your work motivation now?
Barriers gender	During your career have you ever felt that your contribution was undervalued? Was it difficult to conciliate family and business roles? Have you ever had doubts in your professional or leadership abilities? Did you feel family support?

Source: own elaboration

The aim of the in-depth interview was to explore systematically the career experiences of family business daughters in family firm. Open questions were asked in order to make them talk about their current position, as their progress through the career, barriers, and motivation. Specifically, the key themes of interviews were: (1) pathways to work in family firm, (2) advantages and disadvantages of working in family firm, (3) barriers to leadership, (4) aspirations. The format of the interview was semi-structured, in a way that additional questions were asked in case some clarification was necessary.

The interviews were purposefully structured in order to provoke a natural flow of thoughts on the potentially interesting topics. I started the interview usually with open-ended broad questions such as: “Please, tell me about the company” or “Can you recall your work experience”. I used what the participant was saying in the introductory part to build further conversation on more specific labour experiences of interest.

The researcher became aware that the best strategy consists of not interrupting the interviewee, as speaking naturally she can touch on some emergent themes. I also tried to refine some information, when the researcher believed she was diving into some interesting directions.

In order to assure that the interviewee covered all the necessary information the researcher was taking with me some schematic representations of my research topics and some questions that aroused from gathering prior information. However, as emergent themes appeared through coding and describing the cases, I had a feeling that some additional information is needed from interviews. The researcher approached the interviewed persons for additional information; however, sometimes without answer.

The researcher put on the recorder if the interviewee was expressing some interesting final thoughts while accompanying her to the exit. The researcher used Skype for doing one interview, as the target person was difficult to approach in a face-to-face interview.

Apart from interviews, other resources were compiled: magazine interviews and other secondary data available on the Internet, notes and observations during the interview, technical information available from SABI database. All the data was collected into a case study database, as is recommended by Yin (2003) to increase reliability.

3.5. Data analysis

Internal validity is the primary concern for explanatory case study. Descriptive and exploratory do not depend so much on it. The goal of the analysis was exploring patterns of decision-making of family business daughters in relation to career development within the family business. A special attention was paid to motivation of different groups of family business daughters and to refine existing knowledge.

Interview transcripts and the additional information were coded in NVivo. The coding was done based on the framework developed initially. But later as the coding was growing there was a need to return to coding the first interviews, but this work was worth doing as later on “matrix analysis” was used to find the exact intersections, relevant examples and to making comparisons between groups of cases.

3.6. Groups of cases´ presentation logic: justification

Groups of cases´ presentation was especially challenging. Cases were analysed and presented according with a specific plan. This section explains the logic behind this the distribution of information.

Each presentation starts with a technical note about the participant and the company.

Entry. The rubric “entry” summarizes several topics: early engagement and experiences, relationships with parents and their expectations.

This information was considered valuable to present because adolescence seems to play a key phase in the development of the family business offspring. Parents are often interested to pass their business to their children, so they invest time and energy to engage them and to transfer the tacit knowledge they have about business. Thus early socialization provides family business children with a competitive advantage over outsiders, making their incorporation into management positions natural. The next generation naturally receives tacit knowledge, specific skills and contacts network (Dumas, 1998). Although, this socialization lowers entry barriers to the management positions for the family business offspring, it also might lock them in a specific firm or industry.

For family business daughters this period is an opportunity to learn business, acquire technical and interpersonal skills and get first-hand mentoring from her parents. If this experience pays out to be positive or at least constructive there is a high possibility that she will continue with family business further in some point (Dumas, 1998).

On the other hand, some daughters face discrimination at this point on the basis of family and gender role (Eagly, 2003). Obviously, lacking the initiation phase, these daughters will later face higher entry barriers to management positions (than their brothers), because they will lack the tacit knowledge of business and experience of dealing with their parents. Because gender perceptions at youth follow that of parents, gender role discrimination might lead to development of "traditional" gender beliefs which will affect further career choices and to self-exclusion of daughter from family business (Overbeke, 2013).

Motivation. This section summarizes experiences related to motivational issues. The development of these concepts will be shown in the next chapter. Here only a short summary is provided.

The extrinsic motivation is defined as: motivation for an activity, which is done for a separable result of acting person. Obtaining this separable result requires some instrumentality, such as tangible or verbal rewards. Pérez López links extrinsic motivation with material needs of people (Pérez López, 1991). The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) work-life balance (reasonable workload; time for family; flexible schedule), (2) monetary issues (competitive income; standard of living; make a lot of money; do the work for a pay check), (3) easy career (easy and familiar practices; improve career profile; be promoted faster; enter the job without barriers) and (4) respect (be approved; be respected). Summary of sources of items for extrinsic motivation is presented in appendix 1.

Intrinsically motivated activity is done for inherent satisfactions of acting person. It treats with satisfactions that the person obtains from realization of work itself. Pérez López links this type of motivation with the need for knowledge; therefore, he distinguishes between intrinsic hedonic satisfactions and intrinsic satisfactions from learning. The review of literature on the next generation in family firms yielded following areas of intrinsic motivation: (1) professional learning (align career interests; have a good mentoring; develop professionally; work with products, markets and strategies that are professionally interesting), (2) interest (challenging tasks; independence at work, interesting tasks) and (3) enjoyment (enjoy working atmosphere; for the moments of pleasure; have fun working; do the work I enjoy). Summary of sources of items for intrinsic motivation is presented in appendix 2.

A Transcendent motivation initiates and sustains an activity that is done anticipating the reaction of another person, who is related to the company directly or indirectly. Pérez López links this type of motivation with affective needs of humans, saying that humans have the capacity to internalize the feelings of people around. The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) business contribution (improve employee well-being; improve the business; improve product or service; improve relationships with partners), (2) family contribution (help family; work for family; continue family tradition; influence the future of the business) and (3) social contribution (provide benefit to others; to help others through the work; make positive impact on others; to do good to others through my work). Summary of sources of items for transcendent motivation is presented in appendix 3.

Barriers. This rubric reports attitudes of interviewees toward barriers to leadership and discrimination. Previous literature cites primogeniture, invisibility, role conflict, sibling rivalry, and blindness to own opportunities as potential barriers of family business daughters. A more detailed description of barriers that family business daughters are facing is provided in the next chapter.

Conciliation. Conciliation was made a separate topic because each interviewee spent a considerable part of her interview explaining how conciliation was possible in her case.

Passing the torch. This section looks at the topic of further succession. This was considered an important complement to the general line of the research.

3.7. Presentation of groups of cases

In this section the three groups of cases will be presented in according with the structure of presentation that was explained above. The researcher opted for the “informal” presentation and included relevant citations from interviews. At the end of each of group of case a table with a brief summary is added to facilitate comprehension of the material.

3.7.1. Group of cases 1

The first group of cases, “Family business daughters who are in charge of the whole company”, is based on 3 cases. Despite of the heavy schedule these women were very helpful and approachable, as well as very humble and easy-going.

Prior to interviewing a brief research was done on the Internet, which was helpful for triangulation and for addressing better questions. As it can be seen from the table 7 all the companies are from the same sector, they are not exactly the same size, but can be counted market leaders in their sector and run their business internationally. Each interviewee was not exactly of the same age and work experience, but they are in a similar life stage: being married and having children, dedicating more than 15 years to family business. Most importantly for this research is that each of them succeeded a business from their parents.

Table 7: Basic information about the units of analysis (Group of cases 1)

	SUCC1	SUCC2	SUCC3
Region	Girona	Barcelona	Tarragona
Sector	Alimentation	Alimentation	Alimentation
Turnover	80 M	190 M	15 M
Internalization	✓	✓	✓
Employees (N)	36	442	160
Family members (N)	3	4	4
Generations (N)	2	More than 5	2
Education	Business	Business	Professional & Business
Experience in family firm	More than 15	40	More than 20
Children	1	7	3
Working hours	50-60	N/K	N/K

SUCC –Successor, etiquette for group of cases 1; N/K – Not Known
Source: own elaboration

Entry. The mode of entry of SUCC2 and SUCC3 was similar. Both had similar antecedents: (1) invitation from parents (a father in case of SUCC2 and a mother in case of SUCC3); (2) other possible career options (both have a university degree and had some basic work experience, although a family business took them directly through another trajectory); and (3) good relationships with parents (where father in case of SUCC2 and mother in case of SUCC3 was a role model in business and life).

The mode of entry of SUCC1 was different and was marked by: (1) some degree of pressure from father; and (2) other career options (SUCC1 at the moment of joining family business had already had several years of successful international experience in marketing). The pressure from her father made her feeling doubtful of whether it is her own decision to join the family firm.

> My brother and me… We always knew that my father wants us to continue the business. For him was an obsession. That's why he always wanted us to get involved with the business when we were very little. My mother was other mentality: "they have to do what they want". When I said that I like languages, because I wanted to travel a lot, and I wanted to make this … flight assistant… my father cuts me: he says no… because it's very risky…there are a lot of planes that fall down… and you will travel a lot, we will not see each other... I experienced some kind of influence from my father, always… That is because when there are fathers that build their business, they put a lot of effort, a lot of work, they are very sensitive with that and they want the family to be involved. I am more independent than my brother in that. So I did not know, really, if I wanted to enter and to continue the company.

After the father of SUCC1 dies unexpectedly, it was another pressure, as she had to take the decision whether she wants to take over the company. This decision was as difficult for her as the one to enter the company, as this step cut other career options that could have been available to her. Her brother did not have sufficient experience in general management as she had, so the alternative option was selling the company.

> So in the beginning it was more pressure, - at the end – my decision. Always have been pressure – but when I wanted to decide – I decided myself. Because, what I cannot do is to take over the business and not to like it. I have to enjoy on my work. Otherwise I cannot do this work. So when I had a chance to take over the business – is when I had to decide. So for me was a challenge – I said: "take it or not". I decided to go further. It was a challenge for me.

For a leader having her own strong identity and personality is key and the pressure from parents in important decisions gives feeling uncertainty. From the comparison of these cases it can be learnt that there is much difference between "invitation" to join and "pressure" that can even lead away the next generation from joining the business.

Extrinsic motivation. The group was quite homogenous upon this issue, in a way that they did not mention a lot extrinsic motivation. As it was explained, in case of SUCC1 the sense of pressure and obligation was related with the initiation of work within the family business. In terms of Sharma and Irving (2005) SUCC1 had a combination of normative (sense of obligation) and affective (career interest alignment) commitment. Such discrepancy resulted doubts about career choice.

Apart from obligation motives, for SUCC2 it was also the flexibility that was attractive. However, her case may be called outstanding (or extreme): she had had 7 kids, which is much more than the average number of children per family in this country.

> When I entered, I wanted to get married; therefore, I asked to work part-time, and they gave it to me. To be sincere, I was lucky, because I had 7 kids and it was difficult to conciliate…

From the group of successors, SUCC2 was the only one who mentioned flexibility as an important issue. SUCC1 and SUCC3 also had children, but opted for working full-time due the big number of working issues they faced. SUCC1 had new-born child of less than a year at the moment of the interview and she reported to work 60 hours per week. SUCC3 had 3 children and she told that when she had her babies newly born, she would take them to the office and then would continue working at home.

Intrinsic motivation. Intrinsic motivation was very strong for this group. One thing that became clear and evident from the beginning is that each interviewee "internalized" the business in a way that felt it as some part of her personality. As SUCC3 explains:

> To tell the truth, I compare it to… I am the second generation, not the first. My fathers lived it: I always say: "we have two sisters and one brother, the brother - is the family business…" […] The affection that I have toward the family business comes from my parents, because they put so much effort, they made it grow very well, and for me, it is not a baby, rather a brother… […] And my daughters also feel this affection of mine, that probably is not normal for a company that is not a family business…for you to understand, you live it in a way, that any offence toward your business is your own offence…

Similarly, the three interviewees mentioned frequently the word "illusion" a dream" to illustrate their family business.

> The most important, nowadays companies need to have "*illusion*". "*Illusion*" is when you do something that makes you feel "*illusion*" … and you say: "uy, this client bought from me, that´s wonderful!" And this brings you forward, this "*illusion*" … And if everything seems similar to you: "they buy – good; they don't buy – I don't care" … So, this is not going to end well… (SUCC3) [The company], you have it is deep inside… I always say: "every day when you wake up, you have this "*illusion*" to do new things, to do more things, you preoccupy…" to say it in other words… "*It´s your life*" … (SUCC2)

It is not surprising that, each one says that enjoy the company very much. More specifically, they enjoyed be able to be creative and to do the work they liked.

Finally, on the other end, challenge and professional learning were two important issues. As SUCC2 explains:

> My work is my "*illusion*": work well, educate myself well, because I believe that professional learning is very important, and be a good person in my work, be a good professional and educate my kids in a similar vein, so that they became good professionals and good persons afterwards…

Related to professional learning, sense of achievement was mentioned by each interviewee. The position they were entering supposed they be put at a challenge and will learn a lot through solving problems while enjoying mentoring from their fathers. Joining family business took SUCC2 and SUCC3 on a new career path. As SUCC2 notice:

> It was all a challenge, mostly because I had 24 years and it was an "illusion", well… for anyone: to have the potential to approach a series of persons outside the company in a position, that with 24 years I could not had approached …

Each interviewee devoted a significant space in her interview to explain her feelings toward family business. Intrinsic motivation, especially the three facets mentioned: “illusion”, enjoyment and professional development meant a lot for these family business daughter in preferring family business over other career options.

Transcendent motivation. When asked about motives of joining family business interviewees start with extrinsic and intrinsic considerations; but, as the interview was progressing, it became evident that transcendent motivation also accounted for an important role. Basically, there were three topics for transcendent motivation that were mentioned, and each had her own combination of reasons. The first topic, can be generalized to be called “employee development”. There can be several ways that successor daughter creates the link with their employees, the link that make them feel better as leaders. SUCC2 gives one good example of this type of motive:

> There are many ways you can help in the family business: to have the team motivated… Yesterday, for instance, one person went off and she wrote me a letter, saying that was working 14 years and is going back to her country and it was such a pleasure to work with you… Well… this is the satisfaction, that they did their career, that they were able to develop themselves, because the people who work in [the company] feel proud of working there. I am proud of this, because it is something that was created thanks to the team, that loves the company and feel well working there. And working with pleasure helps working better.

SUCC3 gives another example. She feels proud of providing a flexible and inclusive environment in her company:

> For our employees who became mothers, we gave much of the conciliation, I understand this, there are many mothers working in the company and we give them part-time and try to distribute tasks, because as a woman I understand that working while having children is difficult, that a mother wants to take care of her kids and this is normal, because it is as it is. Therefore, we give part-time or flexible schedule…

On the other hand, preoccupation for business growth, for preserving what has been done by previous generations, coincided with the motive of helping family, as in the case of family firms the business is very much connected with family. The preoccupation for business growth and for family well-being was especially big in case of successors. This is connected with the role the play in business and the sense of what fells into their direct responsibility. As SUCC3 notice:

> Because you are the one who ask it from yourself, you yourself, I don’t know if other ladies who have family business are the same, but me in 15 days after giving birth, I was in the office full-time with the baby behind…

Barriers. This group was uniform in that they were very surprised when I was asking about barriers and instances of discrimination.

> To tell the truth, I never felt it. In the company, I believe, neither, there are about 40-60% of women depends on the department; there are a lot of women in the company. To tell the truth, the company makes an open policy for them to keep on working… And I never felt discrimination for being a woman, other way round; everyone treated me well inside and outside the company. I never had any problem…

They reported that it is hard for them to come up with some example where they experience any kind of gender discrimination or felt limitations for being a woman. However, this topic had a reverse side when it came to conciliation. Conciliation was one of the emerging topics that will be discussed in the next section.

Conciliation. Conciliation was an important emergent topic across all three cases. It should be noted that all the interviewees had at least one child at the moment of the interview. Each interviewee devoted a very big part of the time to explain how the conciliation was possible in her case.

As it was mentioned before, this group, apart from SUCC2, who had had 7 kids, was working full-time. However, everyone believed that conciliation is quite possible when one knows to manage time and priorities and do not expect to be perfect both at work and at home at one time. SUCC3 told that working mother might be a good and healthy role model for her children (for daughters in this case). SUCC1 told that she is working 60 hours weekly, which is equivalent to the most hard-working career trajectory.

They agreed on that the sense of responsibility guiding them to consistently searching for balance of time and effort and that finding this balance can be enriching for both professional work and personal.

Passing the torch. The group was uniform in that passing the company would be an honour for them. Depending on the company the conditions vary from being very exigent in terms of education and experience to just some motivational issues (as to be highly motivated to continue). The interviewees acknowledged that succession should be done to someone who is eager to dedicate himself to the company and is capable to do it. In case that no one from direct offspring matches this criterion, other family members or external professionals could be involved.

Table 8: Group of cases 1 - summary

	SUCC1	SUCC2	SUCC3
Entry	Own decision. Father wanted her and her brother to continue, but she had many doubts. Before she decided to take over the company, her father died unexpectedly. Was working in summers when young.	Enter after studies 24, when her sister did not want to continue. Asked for reduced workday, because was going to have kids. Father was telling her personally a lot about the company when she was young.	Own initiative, started working with her mother. She had education, but no experience. Worked in summer when she was a child.
Relationship With Parents	Good, despite of the pressure from her father. She was afraid to worsen relationship with father when was entering.	Very good. Close relationship with father. Learnt about the company a lot from him. She is grateful; he believed in her and gave her freedom.	Very good. Mother a role model and a teacher
Contribution	Coordinate; mark the goals, professionalization, and general vision and fast enough to manage the situation.	Create a good atmosphere in family reunions, although not everyone agrees with everyone.	Mediate things and people; is always open to ideas; mark the way for the company
Extrinsic Motivation	Pressure from her father - in the end her own decisions	Could conciliate - half working day.	x
Intrinsic Motivation	You give everything and enjoy it. Good professionally. Challenge.	Enjoyed freedom and create. Just happy -to wake up and to do her job. “Illusion”. Also to be a better person and better professional. Challenge	Enjoy working with family, developing what parents did. Lives her dream. It is a part of the family, has the company deep inside. Professional development. Challenge
Transcendent Motivation	A personal project a family project. Challenge to preserve and to grow the business. Remember her father worked a lot.	Is important to help other people to develop professionalism: to do coaching, to say honestly what could be done better. And a better person: know to listen, to be flexible and exigent. To motivate people professionally so that feel proud of the company. Being a good professional is key and to be a good person.	Better conditions for workers (flexibility for working mothers) than for herself. Feels responsible for the family, company, and employees.

Benefits and Downside	X	Working with family is benefits: relationships are more informal - but if it is a problem - then it is more difficult to fire. The company is more than the family: the family is satisfied when the dividends are paid	More benefits; fast decisions, live it more, Mixing roles- is a negative issue
Barriers	No	No	No
Discrimination	No	Never had any problem, nether in nor out of the company. Thinks that other female employees are treated well by the company, in fact there 40-60 % of females depending on the department.	No
Conciliation	Working a lot and now that she has children - working at night.	Is difficult but possible: sometime you fail in family and sometime in company. Husband should help. It is not quantity but quality of time. Organize the time well according to priorities. The maternity leave, if a person is responsible - is ok. Worked more than any employee - does not have weekends	Conciliation is possible and even better for kids to see their mum working. Conciliation is hard, but is coming from yourself, no one asks you to work, but your own sense of responsibility for the company; prefers to give more flexibility to employees
Pass the torch	Do not want to push her child. There are some ways to keep it in family - may be brothers children or some cousins etc.	Continuity is extremely nice, but if they want, they should take it seriously	Wants to pass the company and ideas and way of doing things

SUCC –Successor, unit of analysis of group of cases 1, X – nothing specific was mentioned
Source: own elaboration

3.7.2. Group of cases 2

Group of cases 2: "family business daughters who are in charge of a department in a family business", is based on 3 cases. The first one is in charge of the family-office, and formally is the president of this umbrella company; however, I consider her in this section (and not among the female presidents), firstly, because nominally (and logically) the family office depends on the results of the main company. Secondly because she introduced and emphasized her sentimental sense of belonging to the main company.

When forming the sample, the intention was to select companies in the same sector, with a similar market share according to their products. All the companies operated internationally. The interviewees worked in the family business for more than with 15 years and had family and children (with exception for DEP2). These characteristics make them similar to the group of cases 1, with the only difference that these family business daughters did not succeed and occupy the position of the head of the department. Table 9 summarizes these issues.

Table 9: Basic information about the units of analysis (Group of cases 2)

	DEP1	DEP2	DEP3
Region	Madrid	Madrid	Barcelona
Sector	Pharm-cosmetics	Pharm-cosmetics	Pharm
Turnover	65 M	67 M	63 M
Internalization	✓	✓	✓
Employees (N)	200	200	107
Family members (N)	4	4	8
Generations (N)	2	2	2
Education	Business	Professional	Professional
Experience in family firm	More than 15	22	About 30
Children	3	0	4
Working hours	NA	NA	NA

DEP – Head of Department, etiquette for group of cases 2
Source: own elaboration

Entry. The mode of entry of DEP2 and DEP3 was similar to that of SUCC2 and SUCC3. It was based on: (1) invitation from father; (2) other possible career options (DEP2 had a relatively short labour experience in a bank and DEP3 had a solid education which could have provided her with other career options, if that was necessary); and (3) good relationships with parents.

The mode of entry of DEP1 was different and had following antecedents: (1) her own decision to join the business based on career interest (of which she informed her relatives); and (2) she had much of the career experience in management (not related to a pharmaceutical industry).

Both entry modes resulted in satisfactory experience.

Extrinsic motivation. Similar as the previous group, this group did not mention much of possible extrinsic motivators.

Differently to the previous group of cases, flexibility of hours was a topic that had been brought on table by each family business daughter in this group. Although this issue was important, common sense and the sense of responsibility prevented them, obviously, to abuse with the flexibility. In general, the flexibility seemed to be somewhat more valued and recognized by this group compared to the group of successors. As explains DEP3:

> When they were just kids and I should go to the doctor with them or anyhow… so, I did not have this kind of stress that I cannot go… There was a certain extent of flexibility…and it is not the same as being in a non-family company, where you should give a million of excuses, and for me this is a great benefit… not having this anxiety… […] and, to tell the truth, I recognize this very much, especially when the kids were small…

Neither in case of successors, nor in case of heads of the departments monetary consideration did not appear. Only once, DEP1 mentioned that she was quite discontent with the remuneration out of family business, which made her go out of that company with even less regret, when her career stuck and no professional growth could have been achieved anymore.

Intrinsic motivation. Similarly, as successors, the emphasis all interviewees put on intrinsic motivation was quite strong for this group. The interviewees told they enjoy working, the working climate and enjoy the family. As DEP2 and DEP3 explain:

> This is what I like: to work with my brothers, with my father, when he was more active. Although now is less active, I also like it: I see him and enjoy, enjoy my brothers and the family… (DEP2)
> The benefit is a very nice climate, which is fundamental…at least in my department… (DEP3)

Except for DEP3 (who also explained her affection words “illusion” and “a part yourself”, “lives much deeper”, “all your life”), this group did not internalize that much the family business as did successors daughter. However, what was probably more internalized is the family: these group felt more united by the family (for instance, they often use the family name to talk about qualities of the family: e.g. “The Smith are ...”) than by the company.

Professional learning was an important issue to feel them happy. This learning had two modes: professional learning from (1) tasks and from (2) brothers.

> The part that is managed by my brother – I learn what I see, what is been told… the company is great! It is so well managed! (DEP1)
> I like challenges: I don’t like to stay in a same place [same department] forever… (DEP2)
> … I remember that the day when I managed to make [our product] stable with a new component was the happiest day in my life. Its true! (DEP3)

Related to the professional development, each interviewee reported sense of achievement as one of the most important issues to join and to continue within the family business. Specifically, family business provided them with possibility to change departments (SUCC1 and SUCC2) taking on different functions, or being able to participate in the highest-level decisions (SUCC3).

Transcendent motivation. DEP2 was the only one of the interviewees in this group who expressed concerns about employees, family and the company that could enter into the rubric of transcendent motivation.

> … The negative part is that you are conscious that you have a responsibility: because a lot of people depend on the good and bad decisions of the family. […] The responsibility is also in having good relationships with your brothers. If these relationships are spoilt – this can affect the company. In the end, you are conscious that 95% of family companies in the third generation disappear: because the brothers do not go on well, their children do not go on well, because everyone wants to be in and everyone wants to be a general, and "why not me" and all of the envies. We have luck… (DEP2)

The other issue, which aroused here, was the positive scale impact of the product (medical) on society.

> Working with the medical products, especially for important illnesses, you realize that you contribute to improve the quality of life of many people […]
> Now we have new requirements, which is "stability in use". We should simulate how the patient is using the drug, we should put it into a bag and see if it works well… practically, we need to put "into the patient skin" … and this also give you satisfaction, you help to improve the Health of the population…(DEP3)

In general, the group was less homogeneous than the group of directors upon the factors that can be united by the term "transcendent motivation".

Barriers. The group was uniform in that discrimination is something that never happened to them or in their respective companies.

> The discrimination in the sense of having the same opportunities – I think we have the same opportunities – but one wants them and another one – no. Economically, neither, but I am speaking about our company. In general, if the people are not lying in the surveys, women get less simply for being a woman and the discrimination is absolutely being against her. But here I don't perceive this… (DEP2)

However, this group perceived that the problem of discrimination is much more complex and more deeply rooted. On the one hand, not everyone wants to get to the very top; on the other hand, they were speaking about natural inclinations of a man and a woman, and a freedom of choice.

> I think there is a global perception that a woman does not have the same opportunities as a man, but I should recognize that I have never had a big ambition. If I had been more ambitious, I would probably have entered another company … in our company there is a general director and it is impossible to get much higher…(DEP3)
> It is not discrimination, but a natural discrimination. Naturally, if you want to assist the reunion at school is because you have chosen this… […] The function of the mother in many cases is innate. Is the mother who wants to make those things and I don't know this is going to change. May be when the men are going to have babies…(DEP2)

Conciliation. As with the group of directives conciliation was an important issue. The common opinion was that conciliation is difficult, but possible and more in the family firm.

Passing the torch. The group was uniform in that passing is not an easy step for the company and that the next generation should prove their motivation and capabilities before they want to enter. Probably by a coincidence at the moment of the interview none of the interviewees was openly supporting the idea of her children or the children of her brothers/sisters to enter the family firm and were talking about this issue with a due consciousness.

Table 10: group of cases 2 - summary

	DEP1	DEP2	DEP3
Entry	Own initiative, made a gap for her but needed to wait; dedicating to family office - proposed brother, at first did not like it, but then thought it was right.	Invited father, was a lot of work, 1 year experience	Proposed father, because was a lot of work for her profile. No experience outside. As a child always wanted to work in that area
Relationships With Parents	Very good. It is not difficult to work with farther. He respects merits, and gradually she made herself more respected by father.	Very good. Likes to work with her father.	Very good. Making father proud is motivating
Contribution	Made the family office working well	Created 2 departments from scratch and now is taking on a new project	Developed key product
Extrinsic Motivation	(Monetary - outside paid very little), flexibility (restricted by common sense)	Some extent of flexibility restricted by sense of duty	Flexibility
Intrinsic Motivation	Learned a lot professionally from tasks that are so different, also from her brother who manages the company very well. Learnt a lot from bad decisions. But also learned a lot outside, before entering family firm	Enjoys working and enjoys family, the freedom to choose, freedom to say things; professional learning. Sense of achievement	Enjoy working and the working climate, lives it deeply, “illusion”, lives her dream; professional development; proud of the product. Challenge
Transcendent Motivation	Would like to know more about employees to create relationships, but unfortunately is becoming more and more separated.	The desirable is that employees are happy and content; The company is something more than an instrument to make money. Thinking in employees makes you feel good. The company tries to help employees if something happens. Family responsibility is also to have good relationships among brothers.	Big impact of products - medical for the good of the society, friendships with employees…

Benefits and Downside	x	Some extent of freedom till your responsibility, freedom to start new project, freedom to say what you want, enjoys working with family; Downside: roles, that others as well can say you what they want; No negative. Thinks that the most important is the company, not the family, which is always satisfied when the dividends are paid.	Global vision of the company, although you are a head of the department, fast decisions, you live it more
Barriers	No	Can be a problem, a company is meant to make money not to have kids. Otherwise it will be passed to competitors.	Sometimes feels she is not capable to resolve the complex tasks she should and wants to have a job that is more simple, but then just goes on working
Discrimination	Problems are more psychological than real. Never wanted to take a longer maternity leave or reduce workload. Have someone taking care of kids. Suffered for discrimination coming from a family with economic potential	Social discrimination does not exist: everyone has the same opportunities, but there is “natural discrimination”, which is that females tend to be linked with kids, and this will be difficult to change. Economic imparity in our company does not exist - in general - yes.	No, the same opportunities. Acknowledge that she did not have that much ambition as to push for being the president of the company
Conciliation	Is possible, because in family firm you don’t need to give explanations no one, this flexibility is restricted by common sense and the sense of duty. In family firm you have “other calendar” - which is coming from the head and sense of responsibility	Is possible, it is not mandatory that you stay 15 hours a day with a kid, and the company gives a lot of flexibility not only for family	Difficult to conciliate, was at the point to drop when had a fourth baby, but now is happy she was strong enough to continue in the company; in family firm is better because you do not need to explain if you need to other things
Pass the torch	x	Does not know if selling would be a good idea, sees it problematic	No

DEP – Head of Department, unit of analysis of group of cases 2, X – nothing specific was mentioned
Source: own elaboration

3.7.3. Group of cases 3

It was more difficult than I thought to complete sample for this group of cases. Mainly, because the information about these people is only available to friends and family circle and cannot be found by screening the database or by attending some professional fairs. Finally, I was lucky enough to have these interviews. Two of them were introduced by a friend and one was found by chance.

This group of cases can be considered as “extreme”. When forming the sample for the group of cases 3 the intention was that the companies were similar to one another and that a comparison could be made with group of cases 1 and group of cases 2. Prior to interviewing a brief research was done on the Internet, which was helpful for triangulation. As it can be seen from the table 11 the units of analysis were not exactly similar in size.

Table 11: Basic information about the units of analysis (Group of cases 3)

	EXIT1	EXIT2	EXIT3
Region	Barcelona	Barcelona	Barcelona
Sector	Fashion (Fabrics)*	Fashion (Fashion)*	Education (Automobile)*
Turnover	260 K (12 M)*	N/K (8 M)*	N/A (3M)*
Internalization	✗ (✓)*	✗ (✓)*	✓ (✗)*
Employees (N)	2 (40)*	2 (87)*	N/K (28)*
Family members (N)	(3)*	(5)*	(4)*
Generations (N)	(2)*	(2)*	(2)*
Education	Professional	Professional & Business	Business
Experience in family firm	N/K	About 15	About 20
Children	✓	2	1
Working hours	N/K	N/K	N/K

EXIT – Left family company, etiquette for group of cases 3; N/K – Not Known
** Information about family firm is given in brackets ()*
Source: own elaboration

Entry. The mode of entry of EXIT1 and EXIT2 was similar to SUC2 and SUC3 and to DEP2 and DEP3. It was their own natural decision to enter the company, based of career interest alignment and enjoyment. Both already had: (1) solid education and (2) external experience at the moment of entry.

EXIT3 entered the family company somewhat similarly to SUCC1: because of pressure of her father, who left the company soon after due to some medical issues leaving her at the head of the company with a lot of economic problems. However, the antecedents of entry were not purely normative. On the one hand circumstances were forcing her to take over the company, but on the other hand, it was a challenge for her to overcome the critical economic situation and bring the company out. An important issue here was the fact that she was only 19 at the time of taking the responsibility for the whole company, and she reflects that it was lack of mentoring and help from the family was both: a luck and pressure. In the end, it allowed her to develop her own way of doing things.

Exit. For all the interviewees it was their own decision to leave the company. While EXIT1 somewhat reluctant to go deeply into how the decision was taken, EXIT2 and EXIT3 explained more it in detail.

For EXIT3 it was a process of professional and personal growth and seeing uninteresting and imposing limitations on the continuation of her career within the family business. It should be noted that this interviewee was in charge of the whole company, and most of her partners could not understand her decision.

For EXIT2 and EXIT1 the decision to exit bas based on worsened relationships with their brother(s) were the reason to leave the company. These cases were quite similar in that sibling rivalry was the reason of spoiled relationships. In case of EXIT1 her decision was to buy out part of the company and to work by her own. As she explains:

> …In the family business [your brothers] are just closing you the doors. Why? Because you are a mother, because you need to take care of your kids and accompany them to the doctor…all these things, you know? That are sometimes considered women´s responsibility, but there are a lot of men who go with their kids to the doctor… And they [brothers] keep closing the doors… and you say: “Look, I am off, I will do my own thing…”

In case of EXIT2 family conflicts led to the decision of selling the company.

> It’s a shame that you start doing something with a lot of love, and then comes a moment that what you were working on is not yours anymore… There is another person gaining ground on you… making decisions without consulting with the rest of the family, putting his wife and his sister in law… So what happens with us? To tell the truth it was so bad time for me, to tell the truth, I cried a lot… I had a very very bad moment… Partly, I thought that I wanted just to finish this…

All interviewees started an own company after leaving, which can be an interesting issue for those who study female entrepreneurship. After some experience being self-employed, EXIT3 opted for external employment in the international company devoted to education. This career step was optimal for her in terms of her experience and motivation: helping other people to grow personally and professionally at larger scale. EXIT1 and EXIT2 had their businesses in the same or close area to the family firm.

Extrinsic motivation. As in the previous groups of cases, interviewees in this group of cases did not mention many facets of extrinsic motivation.

As it was mentioned, EXIT3 experienced a pressure from her father. As in case of SUCC1 this fact contributed to a number of doubts about her career choice. For EXIT3 it was more of only normative commitment (Sharma & Irving, 2005) and much less of affective commitment. Additionally, EXIT3 did not have experience outside the family firm.

Intrinsic motivation. EXIT2 and EXIT3 went into detail of their professional life drawing scenes of personal merit and different extent of sacrifice of personal life for professional life in family business. For the current situation, all three were in general satisfied and the new employment seemed to be an intrinsically enriching and fulfilling option. On the contrary, the experience in family business was described as not satisfactory. For EXIT3, who was working in automotive industry, family business did not provide enough space for personal growth, and was in general stressful:

> Imagine 20 years working in a world where emotions are forbidden, being a woman, imagine how you block… In a sector that is male and very very tough… so sometimes people were telling me: you are saying swear words… Of course! Because I was brought up in a men world and often those men were of the low profile, so for you to be accepted you needed to speak in a same manner…

In a similar vein, EXIT2 was telling that was enjoying the company in the beginning, when she just entered, but when the company started growing very fast, her experience converted in a more stressful one. This fact together with conflicts with her brother made her feel that she wants to return to the beginning, and to start a company from scratch.

Transcendent motivation. All the interviewees reported a relatively high level of concern about the business, employees and clients.

For EXIT3 the lack of opportunities in her company to help people was one of the reasons to leave.

> When I went to USA I found out that the act of helping people was very pleasant, it made me feel fulfilled. […] You can help people in your own company but the scale is small… […] In my case, because I had a lot of experience in management, I like to form teams and to help leaders to be better leaders… Because I believe that with the good leader one works better, and with a director-sergeant I found out that my team was very stressed… So with a good leader you nurture with personal responsibility to take care of your work, much more than is needed to gain money…

Similarly, for EXIT2, she was not able to decide for herself what are her priorities in work and rest, because her brother was judging her actions, critiquing rather subjectively, than objectively. The company did not have formal norms or KPI´s, so the critics was always taken personally.

> … I felt as if I was doing things not very well… In August, I was always going to Africa to help… and he [brother] would be always critical about this, because he was also going take vacations…I was saying: "look, I am going to take a rest as well, it is very good to do the work, but you have to have a rest as well, so you cannot make other person feel culpable!" He was always producing the sensation that he was the only one working, but this was not the truth, but men sometimes produce this sensation, and that women are not doing anything, no?

As EXIT2 was explaining, many of her prosocially inspired actions, such as being easier with employees, providing a more generous merit-based remuneration, giving back to society some part of benefits, when the company was doing well economically – was cut by her brother as unnecessary.

Barriers. Contrary to the previous two groups, barriers and discrimination was very real for those who experienced sibling rivalry. In case of EXIT1 and EXIT2 the problem aroused around the issue of flexibility. As explain the interviewees, their brothers acted in a way that flexibility was stressful and pushing their sisters in the situation that they perceived as uncomfortable and unfair (e.g. invisibility, unfair retribution). In this situation family business daughters opted to distance themselves from the family business.

On the other hand, the last interviewee although did not experience any kind of barriers typical to the family firm, explained that working in the male dominated sector (such as automotive) might not be optimal for the female from the point of view of personality. She was reporting that in order to gain respect in this sector a woman should play a role, which probably might not natural for her producing stress and misbalance.

Conciliation. Conciliation one of the cornerstone issues for this group. For EXIT1 and EXIT2 being not able to conciliate their family and personal interests was a source of additional conflicts with their brothers. For EXIT3, having family was stressful. As she explained, her intention was to be perfect in all roles she was playing. Additionally, her parents were expecting her to play traditionally female role at home, as her mother did. Having a self-demanding attitude together with external pressure lead to family conflicts with her parents and a divorce with a father of her child.

Passing the torch. For this group passing the torch was a difficult issue yet because all the interviewees had their children relatively small. For two interviewees, who had their own business it was also the question of survival and optimal growth for a lot of years to come. One interviewee had a business model that supports the inclusion of people with limited capabilities to work market and to make the impact in society so it became more sensible with people who are not the same. For her, the illusion was to grow sufficiently and to be able employ her son who has some sort of different abilities in the future. The last one, employed by international company was aspiring to pass her ideas and attitude to life: to be free and to dream big.

Table 12: Group of cases 3 - summary

	EXIT1	EXIT2	EXIT3
Entry	28 years ago, working with her father	Started working with her mother and very soon the company started to grow	Was forced by her father. Was 18 when needed to take over the company
Relationships With Parents	Parents always defend you, but brothers - no. Father is very demanding. She needed to prove that she can work efficiently.	Very good, missed a figure of her father (who died) to resolve conflicts with her brother.	Admire that trusted in her but feel that he could have helped. In general, parents did not share her mentality and were not role models.
Contribution	Organization, management of tasks in time.	The company grew and got known thanks to her designs, her brother entered later and took too much protagonist w/o due respect	Contributed a lot, responsible for taking the firm out of crisis several times. Duplicated turnover several years in a row. Developed new products.
Extrinsic Motivation		Needs to work for money, because husband´s job does not provide enough for all family	Pressure from her father
Intrinsic Motivation	In her company: you are creating with the client, with her needs. The work is interesting - is your project with full responsibility - you learn very fast.	In the family firm: was enjoying the firm when it was smaller and was not growing that fast.	Personal and professional growth through overcoming difficulties. Sense of achievement: (1) developed and renovated the company; (2) in 1996 were only two females in automotive industry
Transcendent Motivation	Helping end clients is compensating, because you see them.	Hopes that the new firm will be growing well: (1) Help family economically; (2) Help others: missionary activity in Africa, donates a part of benefits when company does well; (3) recognize diversity: a disabled person can produce artistic work. Wants sensitize society	Helping people motivates her, working with a good leader is a pleasure, also is good for innovation and creativity. In family firm is a limited opportunity to help people.

Benefits and Downside	You have some sort of the flexibility. If you are a family member no one asks about working hours: the work should be done. An external person is different	Family firm should have transparency and the decisions should be made in the family (at least if it is a medium company), and the areas of responsibility of family members should be delineated	x
Barriers	Exit the firm because of "machismo". "Being a woman means you have to conciliate and people do not believe you can do both well.	Brother was badly competitive: controlling her; lower salary; pushed her into situation of invisibility: took the CEO title & was taking on important decisions without consulting; did not recognize the importance of her contribution	Lack of mentoring and understanding of herself at some point led to an increased stress
Discrimination	x	x	Is better to work on your own than with the family - thus you have more freedom to find your way
Conciliation	Is difficult, you have the flexibility to manage you time and more easy conciliate, but then you need to work more, sometimes at night.	Is possible, husband was helping a lot because had a more flexible schedule;	Conciliation was hard, a lot of sacrifice and stress that you take on your own, prefers now to have work that permits be more flexible
Pass the torch	does not know if someone would like to follow, but also the concept of her business is changing	Hopes that the firm will grow enough to employ her son.	Pass the ideas and the sense of freedom

EXIT – Left family company, unit of analysis of group of cases 3, X – nothing specific was mentioned
Source: own elaboration

3.8. Study 1 - conclusions

The goal of this chapter was to (1) observe patterns of decision-making in regards to choosing family business as career path; and, (2) to analyse possible differences in the decision-making between groups of females, varying by position in their family firms. The extreme group of cases, family business daughters who left the family business after long work experience, was taken to facilitate the analysis. The main question was to see if by taking into account the assumptions of the theory of Pérez López researchers could add clarity to the complex situation of female underrepresentation in family firms.

Because analytical generalization depends on replication logic, a careful sampling was undertaken in order to facilitate this analysis. The units of analysis that were selected shared common demographic features: stage of life (being married, having children), social position, social background, and a great deal of experience within family business. The respective companies within each case were selected from a similar industry, of similar market position and stage of internalization. Of special interest were companies that had already passed on more than 2 generations.

A systematic comparison within each group reveals that there are some differences within selected factors. However, these differences were more minor than the differences between the cases. This means that there is at least some connection between position of the family business daughter on the one hand, and motivation and perceived barriers to leadership on the other hand.

In this subchapter the results of theoretical replication (comparison between the cases) will be presented. The first part will present a comparison of group of cases 1 with group of cases 2. The second part will present a comparison of group of cases 1and 2 with group of cases 3.

3.8.1. Comparison of groups of cases 1 and 2

Entry. There are different antecedents of entry. The comparison within groups of cases and between groups cases provides evidence that both entries, with external experience and without external experience (at least in case of second generation), can in the end be satisfactory, if based on personal decision and career interest.

- External pressure might be a source of additional turbulence and doubts even when there is a professional interest presented.

Extrinsic Motivation. Extrinsic motivation represents external rewards that can be economic (salary or a bonus) or non-economic (prestige or social recognition). In general, for the whole sample, extrinsic motivation was very limited. From the whole variety of possible issues only two were brought to table: (1) some extent of flexibility and (2) better monetary compensation. This limited coverage of this rubric can be explained by the perception that other possible career options would have provided similar extrinsic compensation.

- An important difference between group of cases 1 and group of cases 2 was that that successors (group of cases 1) mentioned relatively less frequently, and heads of the department (group of cases 2) relatively more frequently, flexibility of hours as an important issue for having A career within the family business. Although heads of department said that this flexibility was only relative and that it was restricted by the sense of duty, for DEPs a clear advantage consisted of a privilege of "not explaining anything to anyone", if they needed to leave their workplace for some external reason.

For successors, not reducing their workday seemed to be both a necessity to work longer hours and a source of personal challenge. Each successor was very eager to share her experience and recipe of conciliation of a demanding work and family. Only one successor said that she was initially working part-time, but this example can be counted to be extreme, as this woman had had 7 children.

- Conciliation was recognized to be the most challenging factor for career progression.

Intrinsic Motivation. Intrinsic motivation is understood here as all types of inherent satisfactions that accompany realization of work. This rubric covers a broad field of human needs (enjoyment, achievement, learning, autonomy).

Successor stories (group of cases 1) were marked by a strong emphasis on intrinsic motivation. The company and the personality were linked closely together, so that successors could take unjustified criticisms of the company as a personal offense. The word "illusion" marked the difference between groups of cases. Successors (group of cases 1) were more uniform in that working in a family business is an "illusion", a "dream" for them.

On the other hand, heads of department (group of cases 2) internalized their link to the *family* (not company). During the interview they would refer to "The Smiths" or "The Peters"[2] as a group to which they belong and share some characteristics with.

[2] The surnames are invented

- Common for both cases was the emphasis on the professional growth and the sense of achievement. All interviewees expressed their preference for challenging and stimulating work activity.

- Simple enjoyment of their work and of the fact of working with family was also common for both cases.

Transcendent motivation. Transcendent motivation initiates and sustains an activity that is done anticipating the reaction of another person, who is related to the company directly or indirectly. This rubric can include a wide area of motives, such as a desire to help family, improve the business (e.g. improve the situation of employees or help colleagues), or make a social contribution (e.g. improve the situation of final customers).

The group 1 mentioned many facets of transcendent motivation in three basic areas: (1) employee (help employee to be a better person and better professional); (2) business (improve the business, develop what has been done by the previous generation); and (3) family (help family). Interviewees in group 2 (group of cases 2) also mentioned several facets of transcendent motivation, but, in general, were less consistent in relationship to those issues.

Passing the torch. Group of cases 1 and group of cases 2 did not differ upon this issue.

3.8.2. Comparison of groups of cases 1, 2 and 3

Group of cases 3 illustrates two modes of exit: (1) exit for personal reasons (EXIT3); and, (2) exit for family reasons (EXIT1 and EXIT2).

Exit for personal reasons (EXIT3) illustrates that a forced mode of entry coupled with additional circumstances (e.g. masculine sector, problematic management, no help from family) pushed a family business daughter to search for new career opportunities.

EXIT1 and EXIT2 illustrate how family issues (e.g. sibling rivalry) push the family business daughter out of the business. The case of EXIT2 was especially dramatic because the family needed to take the decision to sell the company at the peak of growth.

- By comparing the three cases it becomes evident that the same factors that attract some family business daughters may convert into risk factors. Specifically, group of cases 2 all the interviewees mentioned flexible work hours as key for choosing family business. In group of cases 3, flexibility of hours that EXIT1 and EXIT2 wanted to exercise was converted into a discriminative factor by their respective brothers. The healthy rivalry (mentioned by DEP3 as a motivator) that can be mutually beneficial for the next generation can convert into war of influences, where brothers may try to push their sister into the situation of invisibility (EXIT2) even though this woman contributed to the development of the company and plays key role in product development and marketing.

3.8.3. General conclusions

The small number of units of analysis within each case allowed the researcher to look closely at each story and to make a scrupulous and systematic analysis within groups of cases and between groups of cases. For further analysis, a small sample implied a restriction on how the combination of factors can come into play for one or another outcome.

Preliminary conclusions can be drawn that family business daughters differ in their extrinsic, intrinsic and transcendent motivation depending on the position they occupy in family business. Thus, successors (group of cases 1) seem to pay less attention to flexibility of hours; internalize the company as a part of themselves; and, to see more globally transcendent issues than heads of department (group of cases 2).

However, further research with a larger sample is needed to confirm and specify these preliminary results.

CHAPTER 4

Study 2

QUANTITATIVE ANALYSIS

SUMMARY

PART 1: Scale Development

A review of a literature indicates that there is there is no formally validated tool to measure quantitatively career motivation based on three types of motivation: extrinsic, intrinsic, and transcendent. Further, there is no validated tool that measures perception of barriers within the family business context.

Existing scales of work motivation such as motivation at work scale (MAWS, Gagne et al., 2010), work extrinsic and intrinsic motivation scale (WEIMS, Blanchard et al., 2004) or situational motivation scale (SIMS, Guay et al., 2000) are based on the Self-Determination theory and therefore do not include transcendental or prosocial motivation part. Neither of these scales is adapted for being used within the family business context, which is a quite specific career path.

By drawing on the organizational theory of Pérez López, this chapter empirically examines career motivation of females in family business and proposes a scale to measure this motivation. In case of "barriers" no specific framework was used, rather the research tried to incorporate major career impediments cited in literature (e.g. both related and not related to family business).

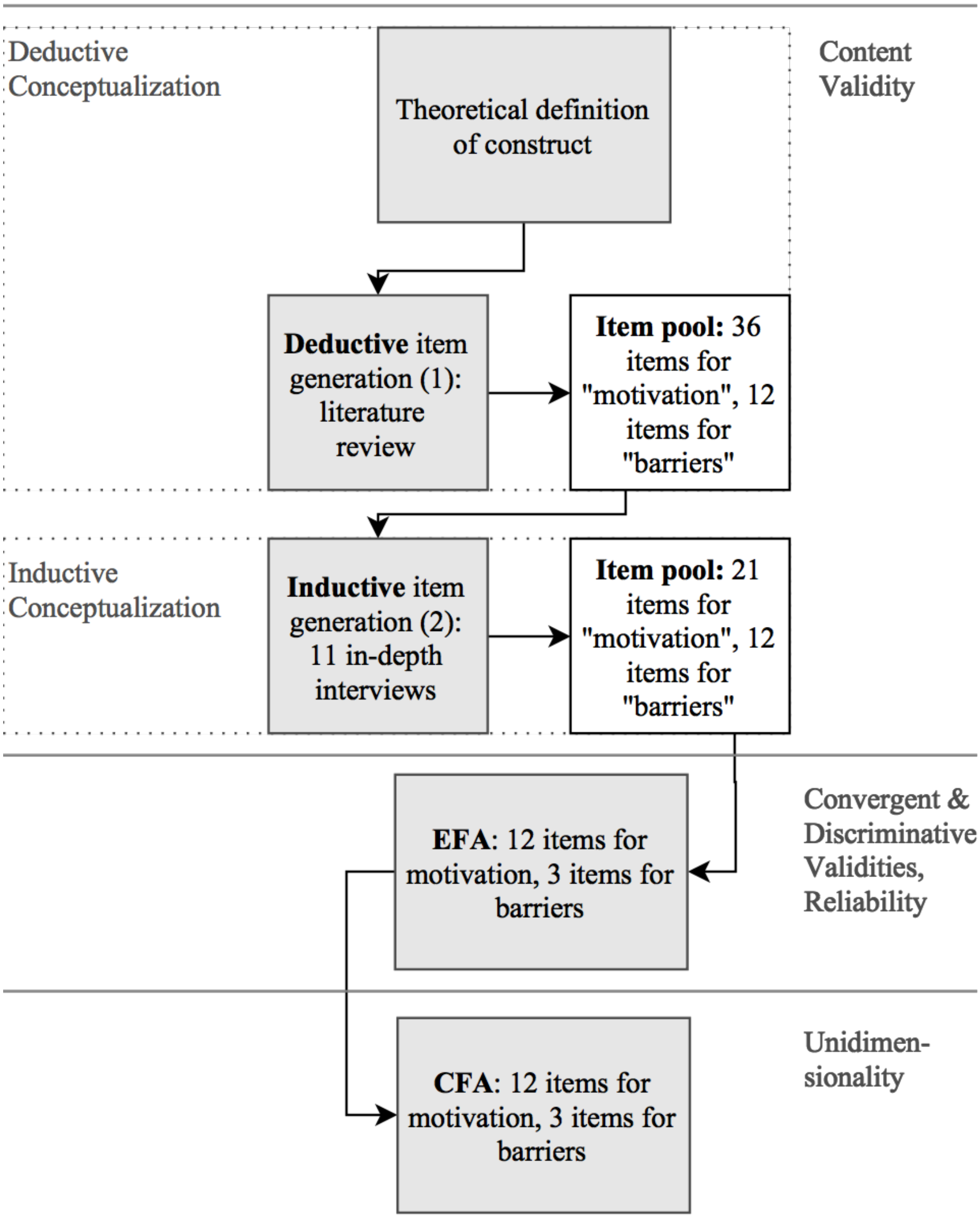
In the process of scale development, a special attention was paid to theoretically define constructs (e.g. motivation and barriers) and to generate corresponding items, specific for family firm. To do this, two sources were used: first, literature on family business succession; second, interviews with family business daughters, that were described in the previous chapter.

In the following sections the process of item generation and refinement; data collection; and, scale validation is presented. Results and limitations will be discussed.

4.1. Items Generation

The goal of scale development is to create a valid measure of underlying concept (Clark & Watson, 1995). As is recommended by acceptable scale development practices (eg. Churchill, 1979; DeVellis, 1991) item pool was created. *The items of the pool should be chosen so as to sample all possible contents which might comprise the putative trait according to all known alternative theories of the trait"* (Loevinger, 1957. p. 659). As the subsequent analysis will determine which of the items should be dropped as weak and unrelated, the initial pool should be over inclusive (Clark & Watson, 1995).

Figure 9: Procedures for scale development and validation



Source: own elaboration

Content validity (face validity) refers to the extent to which the meanings of a concept are captured by measures (e.g. Nunnally & Bernstein, 1994). There are two basic approaches to item development: (1) using classification prior to data collection; and (2) identifying constructs based on the individual responses (Hinkin, 1995, p. 969). Normally, only one approach is used to develop item pool.

In this research, in order to increase content validity a two-fold approach was undertaken. In the first step, the deductive or "classification from above" (Hinkin, 1995) approach was taken by developing theoretical conceptualization based on literature review of motivational theories and academic literature on the next generation perspective in family firm. After that, an inductive approach or "classification from below" (Hunt, 1991) was implemented by refining theoretical conceptualization through a series of in-depth interviews with a heterogeneous sample of family business daughters. Finally, data was collected from a self-selected sample and simplified by means of exploratory factor analysis and confirmatory factor analysis. Figure 9 shows the logic of procedures for scale development.

4.2. Deductive conceptualization

Theoretical classification is the deductive or "classification from above" method of item generation (Hinkin, 1995). This approach requires a good understanding of a concept or phenomenon through literature review to develop theoretical definition. Based on this definition the items are developed (Schwab, 1980). This chapter proceeds with creating theoretic definition based on literature review of motivation theories and then with item-generation based on the literature review of family business literature.

4.2.1. Definition of construct: extrinsic motivation

The extrinsic motivation might be defined as: motivation for an activity, which is done for a separable result of acting person. Obtaining this separable result requires some instrumentality, such as tangible or verbal rewards. Pérez López links extrinsic motivation with material needs of people (Pérez López, 1991). Historically, extrinsic motivation was used to motivate a worker to perform his task through salary incentives (Pin & Susaeta, 2003). In a broader sense, extrinsic motivation represents all the external rewards that a person receives in exchange for doing his work (Albiol, 2001). These rewards may be economic and come from the organization directly (a salary or bonus), but also non-economic and may come from other sources (prestige and social status: which is a recognition from family, friends or other people) (Albiol, 2001).

This type of motivation has several theoretical antecedents: in the theory of McGregor it is close to the concept of "theory X" (McGregor, 1960) and in Self-Determination theory it is close to controlled types of extrinsic motivation: external regulation and introjected regulation (Ryan and Deci, 2000). According to Gagné and Deci (2005), activities that not interesting (intrinsically motivating) requires instrumentality of extrinsic motivation: which is expectation to obtain monetary rewards or appraisal.

4.2.2. Items from family business literature

Some organization theories (e.g. Agency Theory) reduce the incentive system to only monetary rewards and control. However, extrinsic rewards in broader terms represent all types of rewards that provide satisfaction independent of the activity itself (Pérez López, 1991). In the work practice, companies should meet certain extrinsic expectations of employees if they are expecting to receive a good level of dedication or at least to avoid punishing behaviour of employee. The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) work-life balance, (2) monetary issues, (3) easy career and (4) respect. Summary of items and sources for extrinsic motivation is presented in appendix 1.

The *work-life balance* is the cornerstone of women work motivation. According to (Cole 1997; Vera & Dean, 2005) combining work with caretaking role is one of the biggest preoccupations of working females. Sagalnicoff (1990) found that women in family business perceive it as a more flexible environment for raising children. Other studies also cite flexible hours, quality of life, being their own boss and reasonable schedule as benefits that attract females to family business (Dumas et al, 1995; Vera & Dean, 2005; Vadnjal & Zupan, 2009; Cole, 1997; Constantinidis & Nelson, 2009). The expectation of having a reasonable work-life balance has some additional issues. In some family firms the workload might be increasingly heavy compared to external employment or self-employment due to shortages in personal or family resistance to employ external people (Hall, et al., 2001; Stavrou, 1998). This might keep some females away from family business (Vera & Dean, 2005) or encourage their parents to “protect” their daughters from double burden of responsibilities (Holander & Bukowitz, 1990). Three items were included related with work-life balance: “reasonable workload”, “more time for the family” and “flexible schedule”.

The role of *monetary compensation* is important and cited throughout the literature. Although, working for a family company does not automatically provides a better salary or warrants other economic benefits, some family business successors assume that family business might be a good source of financial security, stability even for an extended family and “wonderful quality of life” (Dumas, 1998; Dumas, 1995). It is interesting to note that men reported family business to be a good financial opportunity and providing good lifestyle more often than females (Dumas, 1995). Additionally, Curimbaba (2002) states that certain type of females, “invisible heiress” view family business as a source of accumulated wealth and believe that income is a price paid for being invisible in the company. Based on these considerations, four items were initially included, three based on the MAWS scale (Gagne et al., 2010): certain standard of living; work for a pay check; and, make a lot of money; and one item that appeared to be cited in various sources: competitive income.

Table 13: Example of item development for extrinsic motivation

Issues and examples from literature	Item description	Item Name
Work-life balance		
"Comfortable lifestyle; and a flexible environment for raising children" (Vera & Dean, 2005) "Feeling privileged to have the opportunity to reconcile family and work obligations, flexible hours" (Dumas 1995)	Opportunity to have a reasonable workload Opportunity to have more free time Opportunity to have flexible schedule	ME1 ME2 ME3
Respect		
"A chance to prove myself," challenging chance to shine, prove their abilities, and excel in a way that they were unable to in outside employment. (Dumas, 1998)	Opportunity to be approved Opportunity to be respected	ME4 ME5
Easy career		
"Grabbing the opportunity, especially when they experienced difficulties elsewhere" (Dumas, 1998)	Opportunity to work with easier and familiar practices Opportunity to improve my career profile Opportunity to be promoted faster Opportunity to enter the job I wanted without formal barriers	ME6 ME7 ME8 ME9
Monetary issues		
"A stock of previously accumulated wealth" (Curimbaba, 2002) "My degree was in education but you don't get paid a lot which was ultimately the compelling reason for joining the company.'' (Overbeke, 2013)	Opportunity to have competitive income Opportunity to gain a certain standard of living Opportunity to work for the pay check Opportunity to make a lot of money	ME10 *ME11 *ME12 *ME13

**Items adapted from MAWS*
Source: own elaboration

Family business children often behave opportunistically or at least from utilitarian point of view. Although not stated in many sources it can be inferred that the expectation of having an easy carrier can attract females to family business. Situations when females are brought to business when no other career opportunity was available to them ("the best thing that came along") can be found in literature (Dumas, 1998; Dumas, 1992; Curimbaba, 2002; Sharma & Irving, 2005). Jimenez (2009) mentions job security. Other considerations are true for both genders. Family business children often start to work in family business early in life, helping their parents in summer or during other vacations. Thus the practices of the business are already familiar to them at the moment they join it full time. Four items were included: easier and familiar practices, improve career profile, fast promotion, enter without barriers.

Family business children are often socialized into family business early in life. This gives them competitive advantage over other outside employees. For some family business daughters working in the family business was a "chance to shine" and to "prove themselves" (Dumas, 1998). Two items were included under the concept of "respect": "feeling approved" and "feeling respected".

4.2.3. Definition of construct: intrinsic motivation.

Intrinsically motivated activity is done for inherent satisfactions of acting person. It treats with satisfactions that the person obtains from realization of work itself. Pérez López links this type of motivation with the need for knowledge; therefore, he distinguishes between intrinsic hedonic satisfactions and intrinsic satisfactions from learning. Because there is a great number of intrinsic satisfactions and types of learning this rubric covers a broad field of human needs (professional knowledge, particular skills, quality of work, autonomy, greater self-knowledge, enjoyment, achievement of hard goals and challenging tasks).

This type of motivation has several theoretical antecedents: in the theory of Maslow it is close to higher order needs, in the theory of McGregor it is close to the concept of "theory Y" (McGregor, 1960) and in Self-Determination theory it is close to intrinsic motivation (and the need for autonomy, need for competence) (Ryan & Deci, 2000; Deci & Ryan, 2010). Ryan and Deci do not propose any classification of intrinsic motivation; however, other authors make such attempt. For example, Vallerand (1997) proposes three types of intrinsic motivation: motivation of knowledge, achievement motivation (which includes theories of Atkinson and McClelland) and motivation to experience stimulation (which includes theory of "flow experiences").

4.2.4. Items from family business literature

The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) professional learning, (2) interest and (3) enjoyment. Summary of items and sources for intrinsic motivation is presented in appendix 2.

The *professional development* is cited by many sources. "The propensity of successor to take over the business is directly related to the alignment of the career interest of the successor with the professional opportunities available in business" (Venter, et al., 2005, citing Sharma, 1997). Handler, 1989, suggests that successor´s willingness to take over the firm increases if there is alignment with career needs. Dumas (1998) states that the decision to join family business was partly guided by expectation of connecting interests and educational training. Family business is also a place where daughters can receive personalized mentoring from their parent through socialization (Dumas, 1998). Based on these considerations, four items were added: "aligning career interests", "mentoring", "develop professionally" and "professionally interesting".

Table 14: example of items development for intrinsic motivation

Issues and examples from literature	Items developed	
Interest		
"Interesting, challenging, and satisfying work" […] Variety of daily tasks […] As a result, external compensation such as higher pay, benefits, prestige, and financial security take on less importance" (Dumas, 1995)	Opportunity to do challenging tasks Opportunity to be independent at work Opportunity to do interesting tasks	MI14 MI15 ME16
Professional learning		
"Love of the profession" (Dumas, 1995) "The satisfaction women derive from developing their own career potential and fortifying their family's efforts" (Jimenez, 2009)	Opportunity to align my career interests Opportunity to have a good mentoring Opportunity to develop professionally Opportunity to work with products, markets or strategies which are professionally interesting to me	MI17 MI18 MI19 MI20
Enjoyment		
"… Those with pull motivations enjoyed working in the family firm, wished to work with their parents (Constantinidis & Nelson, 2009)	Opportunity to enjoy the working atmosphere Opportunity to take the moments of pleasure Opportunity to have fun working Opportunity to do the work that I enjoy	MI21 *MI22 *MI23 *MI24

** Items adapted from MAWS*
Source: own elaboration

Interest in work is has been cited by many authors as a motivation to work family business. These include ability to control work-tasks or being independent at work (Wiklund & Shepherd, 2003), interesting and challenging tasks (Dumas, 1995; Dumas, 1998). Three items were added: "challenging tasks", "be independent at work" and "interesting tasks".

Enjoyment construct was primarily taken from MAWS (Gagné et al., 2010). Three items were taken: moments of pleasure, fun working, the work that I enjoy (Gagné et al., 2010). One item, "working atmosphere", was added, because it has been cited by many authors (Constantinidis & Nelson, 2009; Dumas, 1995; Dumas, 1998; Vera & Dean, 2005).

4.2.5. Definition of construct: transcendent motivation

A Transcendent motivation initiates and sustains an activity that is done anticipating the reaction of another person, who is related to the company directly or indirectly. Pérez López links this type of motivation with affective needs of humans, saying that humans have the capacity to internalize the feelings of people around.

This type of motivation finds its end in the “unity” of the enterprise (or family) and sheds light on the question why a person would want to work in order to make a difference, what bonds people working in a team, or in different departments of a firm in order to cooperate to produce better results.

It is important to mention, that transcendent motivation is not always pure altruism. It can be altruistic when serving altruistic goals, but as well it might be based on egoism, personal principles or collectivistic goals. And this point is what differs the theory of Pérez López from Self-determination theory: Pérez López makes transcendent motivation separate from both extrinsic and intrinsic motivation, because; although, in some instances it can coincide either with intrinsic motivation (when the acting person internalizes the experience of receiving person and feels better) or with extrinsic (when the acting person is acting out sense of duty and feels he is a better person), in general it is conceptually different from the previous two.

This type of motivation has several theoretical antecedents. Transcendent motivation is conceptually similar to prosocial motivation (Grant). Both theories are humanistic in nature and go beyond self-interest of a person to provide insights into human side of firm functioning. Grant advances within empirical studies and makes several bridges to other motivation theories, theories of leadership, and management theories.

In regards to methods of fostering prosocial motivation Grant (2007) proposes that task significance provides employees with knowledge about how their work affects beneficiaries, strengthening *perceived impact on beneficiaries*, and contact with beneficiaries enables employees to identify and empathize with beneficiaries, strengthening *affective commitment to beneficiaries*. These two psychological states fuel prosocial motivation, thereby increasing effort, persistence, and helping behaviour. In the language of expectancy theory (Van Eerde and Thierry, 1996; Vroom, 1964), perceived impact constitutes instrumentality beliefs (my performance has consequences for beneficiaries), and affective commitment constitutes valence beliefs (I care about beneficiaries) (Grant, 2008).

Similarly, to the theory of Pérez López, Grant proposes that firm’s collectivistic values promote prosocial behaviour in contrary to situation when firm emphasize individualistic norms and values.

4.2.6. Items from family business literature

The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) business contribution, (2) family contribution and (3) social contribution. Summary of items and sources for transcendent motivation is presented in appendix 3.

There are several facets that are included in business contribution. First, *the employee well-being* might seem as socially-desirable result for a company that has nothing to do with career choice. However, family businesses are often long-term oriented (committed to longevity – Handler, 1992); (Ward, 2016, p. 186), investing in employees and treating them as family members comes logical. This way of doing business might be attractive and specific of family companies (Ward, 2016, p. 188). Thus, comparing family firm to other companies, the next generation might prefer working, for instance, in smaller, but more responsible family company. In a similar vein, the relationships with partners and customers - are arguably the result of managerial "consistency" in interactions and good relationships might be an attractive issue to consider. Finally, ability to improve and to contribute to the common goal - "*family pride*": the product or service, perpetuation of the business in general can be motivational enough to enter to family firm (Barach & Ganitsky, 1995; Brockhaus, 2004; Sharma & Irwing, 2005; Dumas, 1995). Based on these considerations, four items were added: "employee well-being", "improve business", "improve product or service", "improve relationships with partners".

Family contribution is important issue in family business literature. Especially because family business daughters are often brought to business by a desire to help family, carry family tradition, give back to the family, live the family dream, to take of parents or to create something to pass on to children (Dumas, 1998; Sagalnicoff, 1990; Vera & Dean, 2005), with salary of being secondary issue (Overbeke, 2013). Based on these considerations, four items were added: "help family", "work for family", "family tradition", "influence the future of business".

Finally, social contribution was rather hypothesized based on the theory of Pérez López. The confirmation of this area was pending to the conduction of in-depth interviews. Items for social contribution were taken from measures of prosocial motivation by Grant (2008), who adapted these items from the self-regulation scale by Ryan and Connell (1989). Four items were added: "benefit to others", "help others through my work", "make positive impact on others" and "do good to other through my work".

Table 15: Example of item development for transcendent motivation

Issues and examples from literature	Items developed	
Business contribution		
Example: "When the woman's vision of the business was proactive, she had a clear image of the business as her business, with an awareness of the changes needed, but not always the skills needed to make those changes. This perspective is usually based on a sense of the business's history, often coupled with a solid education or work experience and a desire to improve the business" (Dumas, 1998)	Opportunity to improve employee well-being Opportunity to improve the business Opportunity to improve product or service Opportunity to improve relationships with partners	MT25 MT26 MT27 MT28
Family contribution		
Example: "A family dream, giving back to the family" (Dumas, 1998) "Pride of carrying out family tradition" (Vera & Dean, 2005)	Opportunity to help family Opportunity to work for family Opportunity to continue family tradition Opportunity to influence the future of the business	MT29 MT30 MT31 MT32
Social contribution		
Hypothesized area	Opportunity to provide benefit to others Opportunity to help others through my work Opportunity to make a positive impact on others Opportunity to do good for others through my work	*MT33 *MT34 *MT35 *MT36

** Items from the self-regulation scale by Ryan and Connell (1989)*
Source: own motivation

4.2.7. Definition of construct: barriers to leadership

Despite of adoption of various polices prohibiting sex discrimination, female underrepresentation at senior levels, imparity in payment levels at all levels and persistence of "traditional" work areas, suggest that impediments to career are probably more complex and subtle that it is supposed. While the practice of "primogeniture" discrimination would probably a rare case nowadays, other barriers to leadership (so-called "second generation forms of gender bias") still persist. The accumulation of subtle gender biases, such as limited time available to the networking, lack of positive female role models in leadership, lack of adequate mentoring and finally work-family misbalance which is incompatible with long hours work practices – all these factors prevent from developing of a leader identity (Ely, et al., 2011; Eagly & Carli, 2007). Thus the barriers to leadership can be defined as: *social and personal factors that prevent family business daughters from looking forward to occupy higher position in the family business.*

4.2.8. Items from family business literature

The review of literature on the next generation in family firms yielded following areas of extrinsic motivation: (1) barriers specific to family business, (2) general gender barriers. Summary of items and sources for transcendent motivation is presented in appendix 3.

There are several facets under the rubric of gender barriers specific to family business: primogeniture, invisibility, role incongruity and lack of mentoring. First, primogeniture, or “the transfer of leadership from father to the first-born son” (Cole, 1997), was widely discussed in family business literature and many authors confirm that gender can be the main factor when determining successor, with males being preferred (Keating and Little, 1997), and women being “rarely considered serious candidates” (Jimenez, 2009, p.56) and being “overlooked as potential successors unless a family crisis creates the opportunity for them” (Dumas, 1989). Still, some owners even “prefer to sell the business rather than putting the daughter in a leadership role” (Dumas, 1992).

Related to primogeniture, daughter invisibility is the next most important issue discussed in family business literature. Being invisible in the family business means being “viewed by others, whether within or outside the business, not similarly as the male members” (Gillis-Donovan & Moynihan-Bradt, 1990; Hollander & Bukowitz, 1990; Cole, 1997). Cole (1997) provides a good illustration for this concept, given by one of the family business daughters in her study: “well, even when customers come here, I think they prefer to deal with my husband. Sometimes I feel like I get the brush off”.

Role incongruity refers to the two incompatible roles (family and business) contained in family business relationships (Cole, 1997). Sagalnicoff (1990) calls it “role conflict”; Rosenblatt et al., (1985) – “role carryover”, Freudenberger et al., (1989) – “role-confusion”. Father-daughter relationship can be especially prompt to the role conflict. Father might fail to define the daughter´s role in the company and expect her behave as a businesswoman, while at the same time seeing her as “daddy´s little girl” (Dumas, 1989), making it “difficult to establish her own sense of identity” (Dumas, 1990).

This role conflict is further stiffened by the “traditional” conflict between leader and gender role, consisting in an unfavourable double discrepancy (Eagly & Karau, 2002; Koening & Eagley, 2014; Koening et al., 2011; Eagly, 2004; Ely, Ibarra, Kolb 2011). On the one hand, women are less favourably evaluated because leadership ability is more stereotypic of men than of women. On the other hand, they are less favourably evaluated because agentic behaviour is less desirable in women than men.

Finally, lack of mentoring and the lack of family support refer to the problem of unequal treatment of daughters and sons. Rosenblatt et al., (1985) argued that family business daughters were not encouraged and supported in the same way as sons. Innarelli (1992) while identifying key differences between daughters and sons, pointed to that “daughters spend less time in business, develop fewer skills and less frequently encouraged professionally than their male siblings”.

Thus five items were added to measure barriers specific to family business: primogeniture, role incongruity, invisibility, lack of family support and lack of mentoring.

On the other hand, family business daughters are not excepted from traditional or general gender barriers, brought by: (1) macro factors: “boy´s network”, lack of role models, work-family balance, hierarchy dominated by males; (2) micro factors: low auto-esteem and perceived lack of leadership qualities.

The interplay of macro (societal/cultural attitudes) and micro (individual and family) factors is not always straightforward (Wang, 2010). Taking example of work-life balance, which is one of the widely-discussed topics, this issue will be explained. While some authors believe that family conflict for family business daughters is less stiff (e.g. Salgalnicoff, 1990), others come to the contrary conclusions (e.g. Vera & Dean, 2005). Family conflict, when is experienced, results in a fact that daughters “advance as fast as men, but not always want to advance” (Cole, 1997). Cole suggests that the glass ceiling should be better called “mirrored ceiling” – giving women opportunity to reflect on why they want to reach upper management positions, and if needed, return to lesser position (Cole, 1997). On the other hand, some authors argue that daughters are often “are blind to their opportunities in family business” (Overbeke et al., 2013) due to activation of “automatic processes prescribed by gender roles”, reflecting role congruity theory (Eagly & Karau, 2002; Koening & Eagley, 2014; Eagly, 2004) and gender schemas (Bem, 1993). Thus the divide between micro and macro factors is not always evident from literature.

Self-confidence is a subjective estimation of ability to perform a task – estimation, based on previous successes or failures as well as on skills, knowledge, and access to resources (financial, social, etc.). A women’s confidence, in both the beliefs in their own abilities, as well as in the capability of communicating confidence – tends to be different (lower) than that of men. As an example, research amongst MBA women shows that while the majority of women consider themselves equally capable as their co-workers, the majority of men consider themselves more capable than their co-workers (Eagly, 2003).

Table 16: Example of items development for barriers

Description in Literature	Item description	Item Name
Primogeniture		
Traditional transfer of leadership from father to the first-born son	Sons a priori had more ability to influence strategic decisions	V22
Invisibility		
Being viewed by others, whether within or outside the business, not similarly as the male members	I was forced into position where I could not participate in strategic decisions	V23
Role incongruity		
Two incompatible roles (family and business) contained in family business relations	Family undervalued my ability to assume leadership position	V24
Lack of family support		
The problem of unequal treatment of daughters and sons (differences in education and career expectations)	Family did not support me My career stuck due to lack of education	V32 V26
Work-family balance		
	I had problems with work and family conciliation Needed to prioritize other areas	V28 V33
Low self-confidence		
A low subjective estimation of the ability to perform a task	Had doubts in my professional abilities Had doubts in my leadership abilities	V30 V31
Boy´s network		
Organizational culture and social structure that prevents women to socialize in a way that could benefit her professionally	My social connections were not professionally helpful It was difficult to advance because men prevailed in the hierarchy of the company	V25 V29
Lack of role models		
	I did not have role models	V27

Source: own elaboration

Seven corresponding items were added: “boy´s network”, lack of role models, work-family balance, time for other, hierarchy dominated by males, low auto-esteem and perceived lack of leadership qualities. Work-family balance and time for other are two similar items that measure work-family conflict. Two items were added because of the relative importance related to this issue in literature. Table 16 shows the process of item development for barriers.

4.3. Inductive conceptualization

Inductive conceptualization is based on the idea of item generation from individual responses of people who have respective experience (Hinkin, 1995). Researchers that use this approach usually ask individuals to describe their experiences or feelings and then group or classify their responses (Hunt, 1991; DeVellis, 2012). The main idea behind this procedure is to increase “content validity”. This research used individual interviews to shape and refine already developed theoretical concepts. The theoretical groups remained the same, but some items, which were duplicating the same idea, were reduced or redefined.

11 in-depth interviews with family business daughters were conducted in order to verify the items obtained through literature review. It should be noted that this sample consisted of the same 9 interviewees that were presented in chapter five and of two “confirmative” interviews that were not included in the final case study.

As it was explained in previous chapter, interviews were purposefully structured in order to provoke a natural flow of thoughts on the potentially interesting topics. The sample was heterogeneous and was comprised of three types of females: (1) family business daughters who succeeded the whole family company from their fathers and who are actually in charge of the whole business; (2) family business daughters who are in charge of a department (with the succession already in place or no); and, (3) family business daughters who left the family business company.

Semi-structured interviews were conducted. The areas of interest included: (1) motivation and antecedents of entering family firm; (2) motivation to continue working in a family firm; (3) motivation to take over the family firm (where applicable); (4) motivation to leave family firm (where applicable). The preliminary list of items was taken to each interview to monitor which types of motivation were covered by the interviewee. The interviewee then was asked about the items that she had not mentioned. A special attention was paid to how the interviewee formulates her motivation.

Table 17: Status of items after the phase of inductive conceptualization

Item Status	Item Name	Item Description
Extrinsic motivation		
✓Items retained	ME1	Opportunity to have a reasonable workload
	ME3	Opportunity to have flexible schedule
	ME5	Opportunity to be respected
	ME8	Opportunity to be promoted faster
	ME9	Opportunity to enter the job I wanted without formal barriers
	ME10	Opportunity to have competitive income:
	*ME11	Opportunity to gain a certain standard of living
✘Items	ME2	Opportunity to have more time for my family (or other)

deleted	ME4 ME6 ME7 *ME12 *ME13	Opportunity to be approved Opportunity to work with easier and familiar practices Opportunity to improve my career profile Opportunity to work for the pay check Opportunity to make a lot of money
Intrinsic motivation		
✓Items retained	MI14 MI15 MI16 MI17 MI19 MI21 *MI24	Opportunity to do challenging tasks Opportunity to be independent at work Opportunity to do interesting tasks Opportunity to align my career interests: Opportunity to develop professionally Opportunity to enjoy the working atmosphere Opportunity to do the work that I enjoy
✖Items deleted	MI18 MI20 *MI22 *MI23	Opportunity to have a good mentoring Opportunity to work with products, markets or strategies which are professionally interesting to me Opportunity to take the moments of pleasure Opportunity to have fun working
Transcendent motivation		
✓Items retained	MT26 MT29 MT30 MT31 MT32 *MT33	Opportunity to improve the business Opportunity to help family Opportunity to work for family Opportunity to continue family tradition Opportunity to influence the future of the business Opportunity to provide benefit to others
⇔Items transformed	MT25	Opportunity to improve employee well-being => Opportunity to help employees to grow personally and professionally
✖Items deleted	MT27 MT28 *MT34 *MT35 *MT36	Opportunity to improve product or service Opportunity to improve relationships with partners Opportunity to help others through my work Opportunity to make a positive impact on others Opportunity to do good for others through my work
Barriers to leadership		
✓Items retained	V22 V23 V24 V25 V26 V27 V28 V29 V30 V31 V32 V33	Sons a priori had more ability to influence strategic decisions I was forced into position where I could not participate in strategic decisions Family undervalued my ability to assume leadership position My social connections were not professionally helpful My career stuck due to lack of education I did not have role models to develop my leadership style I had problems with work and family conciliation It was difficult to advance because men prevailed in the hierarchy Had doubts in my professional abilities Had doubts in my leadership abilities Family did not support me Needed prioritize other areas
✖Items deleted		-

Source: own elaboration

Items adapted from existing motivational scales are marked with (*)

4.4. Data collection: the initial sample and questionnaire description

The sampling method used for this research was non-probability sampling. The convenience sample was formed with the help of SABI database. The companies were searched by region (Catalonia, Madrid), age of creation (before 1965), and gender (directors, actionists female).

Thus, the sample included family business daughters involved in the family business created before 1965. This date was chosen in order to assure the maturity of the company and that the family is already familiar with issues of succession. However, this fact imposed limitations on the generalizability of results. Thus, according to the report of the "Instituto de la Empresa Familiar" for year 2015 (Casillas Bueno et al., 2016), the median age of family companies in Spain was 33 years.

The sample included family business from Catalonia (n=1142) and Madrid (n=1030) regions in Spain. The sample was screened several times in order to delete those that are in the process of liquidation, too big (turnover more than 100 Million) or too small (turnover less than 200 thousand) or have a too negative ROA (less than -10). The total number of 397 contacts was approached by the phone by the researcher and her assistant and was asked to respond a survey. After that an email was sent to those contacts who expressed interest in research and were willing to collaborate. After two months, a total number of 66 responses was collected. Which was a very low response rate (16,6%).

Answers were collected through two popular on-line survey services: (1) Google forms (55 responses) and (2) Survey monkey (10 responses). Four surveys were collected in paper because the interviewees expressed such preference and because it was more convenient in respect to the circumstances. All responses were stored in electronic "pdf" format. The example of design of survey can be found in appendixes 5 and 6.

The final questionnaire included 11 questions: three demographic questions regarding company and family, one question about barriers (asking to value 12 items on five-point scale), one question about motivation (asking to value 21 item on five-point scale), five personal questions and a field to leave a comment. Four questions were obligatory: motivation, barriers, position in the company and the name of the company (in order to recover more demographic data). A paper example of questionnaire can be found in appendix 8. It was possible to leave a comment after the survey, and, fourteen comments were collected. The comments are presented in appendix 7.

4.4.1. Descriptive analysis of sample: companies that responded the questionnaire

A total of 66 valid questionnaires were collected. In this sample of 66 companies, the number of companies with 2 generations was twice as big as the number of the companies lead by the third generation. This goes in line with investigations about demography of family businesses.

Due to the initial search criteria (year constitution before 1965) the final sample of 66 companies was also skewed toward older, longer living firms, as the mean of the year constitution is 1940 and media 1953. Apart from the initial search criteria, it was noted by the researcher that, the older was the company; it was slightly easier to convince the female to participate in the survey. This self-selection paradox is probably due to the fact that older living companies at some point become proud of the fact of their longevity and believe that they can add value to the research by participating in the survey.

Table 18: Study 2 sample description - size and profitability of company

	Constitution (year)*	Generation(N)	Turnover last year available *	Employees (N)*	ROA*
Mean	1940	3	8.939.122	62	3
Median	1953	2	3.948.000	25	2
Min	1853	2	200.000	3	-9,32
Max	1980	6	63.985.181	149	24,75

** Some information was extracted from SABI database in order to avoid asking uncomfortable questions*

The major part of the companies in the sample of 66 companies represent small-medium companies with turnover between 1.000.000 and 5.000.000 Euros. And companies of a bigger size (between 20.000.000 and 5.000.000) constitute the second bigger fraction in the sample. As it was mentioned, companies of a much bigger size were progressively less eager to participate. On the other hand, very small companies seemed to be inactive. In the end the sample seemed to be representative of the general population of family companies.

Smaller companies tended to respond the questionnaire. Thus, for the initial sample of 397 companies the mean number of employees was 43, and for the final sample of 66 companies this indicator rounded to 25. The similarity of this indicator with that of the sample of the “Instituto de la Empresa Familiar” (29 employees) (Casillas Bueno et al., 2016) is a coincidence. In this research it is explained by the fact that smaller companies were more collaborative, and in the sample of IEF – by the younger age of their sample.

Table 19: Study 2 sample description - companies

Question	Options	(N)	(%)
Turnover last year available (Euros)	Less than 1.000.000	7	13 %
	Less than 5.000.000	24	43 %
	Less than 10.000.000	12	21 %
	Less than 20.000.000	7	13 %
	Less than 40.000.000	4	7 %
	Less than 80.000.000	2	4 %
	Total	56	100%
Generations	2	40	60 %
	3	19	29 %
	4	5	8 %
	More than 5	2	3 %
	Total	66	100 %
Family members working in the company	1 or 2	25	42 %
	3 or 4	21	28 %
	Between 5 and 10	19	28 %
	More than 10	1	2 %
	Total	66	100 %

Source: own elaboration

The majority of the companies employed 1 or 2 family member, which looks logical given that the sample is quite representative of small-medium size companies. As a general rule, the bigger is the company the bigger is the number of family employees involved.

4.4.2. Descriptive analysis of sample: family business daughters

Personal information about respondents of the survey was gathered and is presented in this section. Major part of the respondents had high university professional and business education. Major part of the respondents was working in the family firm between 10 and 20 years, but at least 5 years. Thus, it was logical that the majority occupied high-level position in the firm, being head of department. The description of the sample is presented in table 20.

Table 20: Study 2 sample description - Family Business Daughters

Question	Options	(N)	(%)
Education	University grade	15	23%
	Master	28	42%
	Master MBA	18	27%
	PhD	2	3%
	NA	3	5%
	Total	66	100%
Years working in family firm	Less than 1 year	0	0%
	Between 1 and 2	1	2%
	Between 2 and 5	3	5%
	Between 5 and 10	17	26%
	Between 10 and 20	32	48%
	More than 20	9	14%
	NA	4	6%
	Total	66	100%
Position	Basic level, internship	0	0%
	Professional	8	12%
	Head of Department	33	50%
	CEO	25	38%
	Other	0	0%
	NA	0	0%
	Total	66	100%

Source: own elaboration

Of a special interest was analysis of motivation and barriers. In general, for this sample the scores of intrinsic motivation and of transcendent motivation are somewhat higher than the scores of extrinsic motivation (see table 21).

Table 21: Study 2 sample description - motivation and barriers

	Mean	St. Dev.	Median	Min	Max
Extrinsic Motivation	2,90	0,80	2,71	1,57	5
Intrinsic Motivation	3,93	0,80	4,07	1,85	5
Transcendent Motivation	4,01	0,75	3,42	2	5
Barriers	2,25	0,80	2,04	1,66	4,08

Source: own elaboration

The valuation of barriers was in general quite low, except for few cases (see table 22). Specifically, scores for barriers higher than “four” were self-reported only in two cases for this sample (3%). The score between 3 and 4 was reported by 10 persons (15%). In general, similar tendency as the one described in case study appears. Extrinsic motivation receives less attention than intrinsic and prosocial motivation (the mean score is one point higher). Barriers in general are low, but in some cases a combination of several factors inflates the score for this factor.

Table 22: Study 2 sample description - barriers

Level of barriers to leadership	(N)	(%)
Less than 2	30	45,5 %
Between 2 and 3	24	36,4 %
Between 3 and 4	9	13,6 %
More than 4	3	4,5 %
Total	66	100 %

Source: own elaboration

4.4.3. Descriptive analysis of responses

DeVellis (2011) recommends checking means and standard deviations of items to see if these are close to the centre of range (e.g. 3 for this study, as five-point scale was used) and that standard deviations are neither too high nor too low. Table 23 provides means and standard deviations for items measuring family business daughter motivation and perceived barriers.

Among the items measuring motivation and barriers the highest mean 4,20 was for the item “MT32: Opportunity to develop professionally”; while means of 4,00 and higher were registered for nine items. As for the lowest mean, item “V26: My career stuck due to lack of education” had mean 1,70. Standard deviations varied in a limited manner and were within 0,90 – 1,20 interval.

In general, preliminary analysis of the sample and responses showed satisfactory fit for conducting further analysis.

Table 23: Descriptive information on items measuring motivation and barriers

Item Name	Item description	N	Mean	St. Dev.
	Extrinsic motivation			
ME1	Opportunity to have a reasonable workload	66	3,00	1,00
ME3	Opportunity to have flexible schedule	66	3,30	0,90
ME5	Opportunity to be respected	66	3,30	1,10
ME8	Opportunity to be promoted faster	66	2,00	1,00
ME9	Opportunity to enter the job I wanted without formal barriers	66	3,00	1,00
ME10	Opportunity to have competitive income: Opportunity to gain a certain standard of living	66	3,00	1,00
*ME11		66	3,08	0,93
	Intrinsic motivation			
MI14	Opportunity to do challenging tasks	66	3,90	1,00
MI15	Opportunity to be independent at work	66	3,70	0,90
MI16	Opportunity to do interesting tasks	66	4,00	1,00
MI17	Opportunity to align my career interests: Opportunity to develop	66	4,00	1,00
MI19	professionally	66	4,20	0,90
MI21	Opportunity to enjoy the working atmosphere	66	3,80	1,00
*MI24	Opportunity to do the work that I enjoy	66	4,00	0,90
	3. Transcendent motivation			
MT25	Opportunity to help employees to grow personally and professionally	66	3,80	0,90
MT26	Opportunity to improve the business	66	4,00	1,20
MT29	Opportunity to help family	66	4,00	1,00
MT30	Opportunity to work for family	66	4,00	1,00
MT31	Opportunity to continue family tradition	66	4,00	1,00
MT32	Opportunity to influence the future of the business	66	4,10	0,90
*MT33	Opportunity to provide benefit to others	66	4,00	1,00
	Barriers to leadership			
V22	Sons a priori had more ability to influence strategic decisions	66	2,39	1,25
V23	I was forced into position where I could not participate in strategic decisions	66	2,24	1,16
		66	2,50	1,30
V24	Family undervalued my ability to assume leadership position	66	2,30	1,10
V25	My social connections were not professionally helpful	66	1,70	0,90
V26	My career stuck due to lack of education	66	2,10	1,10
V27	I did not have role models	66	2,39	1,09
V28	I had problems with work and family conciliation	66	2,60	1,30
V29	It was difficult to advance because men prevailed in the hierarchy of the company			
V30	Had doubts in my professional abilities	66	2,10	1,00
V31	Had doubts in my leadership abilities	66	2,10	1,00
V32	Family did not support me	66	2,30	1,20

Source: own elaboration

4.5. Exploratory factor analysis for motivation and barriers

Previous steps illustrated the process of establishing of content validity. However, content validity is no sufficient for validating a scale that has construct validity (e.g. Churchill, 1979). This section explains how the items measuring motivation and barriers were purified and how construct validity and reliability were established for corresponding scales.

The exploratory factor analysis (EFA) was used for item reduction and classification in groups predicted by theory. This process, which can be called scale refinement, implied providing preliminary estimates of scale reliability and construct validity (convergent and discriminant validity). The goal of EFA was to select items with best psychometric quality (Nunnaly & Bernstein, 1994).

Convergent and discriminant validity were assessed by examining factor loadings of each item with its intended dimension. To establish convergent validity, it was necessary to have items that loaded sufficiently on corresponding (theoretically established) dimensions (Campbell & Fiske, 1959). To establish discriminant validity, items intended to measure each factor should not load onto another factor (Campbell & Fiske, 1959). In order to establish construct validity, only items that loaded more than 0,80 (e.g. good convergent validity) and did not load simultaneously on two or three factors more than 0,35 (e.g. had good discriminant validity) were retained. Further it will be explained, why this criterion was implemented.

The reliability of the items measuring each factor was assessed by the Chronbach´s alpha test.

Exploratory factor analysis (EFA) was implemented in SPSS. Data for motivation and for barriers was computed separately. For motivation, item to response ratio was 1:3.14, which was a little bit smaller than recommended 1:4 (Rummel, 1988); however, due to the respondent resistance to respond questionnaire was considered sufficient for a preliminary study. For barriers, item to response ratio was 1:5.5, which can be considered a good score even by a stricter criterion (ratio 1:5) recommended by Hair (2010).

Prior to each EFA, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) and the Bartlett´s test of sphericity were used to determine suitability of data to complete factor analysis. Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) quantifies the degree of intercorrelations among variables and the appropriateness of factor analysis. Hair (Hair et al., 1998 and Hair, 2010) specifies a MSA value of 0.80 and above as meritorious; 0.70 – middling; 0.60 –

mediocre; and 0.50 – unacceptable. Bartlett´s test of sphericity should be statistically significant ($p<0.05$). Both data for motivation and for barriers was considered appropriate for factor analysis.

4.5.1. Exploratory factor analysis for motivation

Method of extraction: principal components analysis, Varimax rotation with Kaiser. Both Kaiser Meyer Olkin (KMO) index (0.760), which is greater than 0.7, and Bartlett´s test (X^2 272.422; gl. 210; Sig. 0.000) indicate there is a linear dependence among variables and that factor analysis is appropriate for this data (Hair et al, 1998). Table 24 shows the results of principal components analysis for motivation.

Table 24: Principal components analysis for "motivation" in SPSS

Components	Initial auto values			Sum of the saturations at quadrate of the rotation	
	Total	% Of variation	% Accumulated	Total	% Accumulated
1	7.652	36.436	36.436	7.652	36.436
2	4.053	19.298	55.735	4.053	19.298
3	2.879	13.710	69.445	2.879	13.710

Source: own elaboration based on results of analysis

Analysis of principal components indicated that three factors explain major variation of the sample, attaining 69.5 % of variation of the sample and the fourth factor will only add 5.6 % to the predictive power and had the Eigenvalue less than 1. So the decision is to keep three factors for further exploration. The data obtained can be classified in groups predicted by theory (e.g. extrinsic, intrinsic and transcendent motivation)

The table 25 shows item loadings of more than 0.30. Hair (Hair et al., 1998 and Hair, 2010) recommended that if the sample size is between 60 and 70, factor loadings of 0.70 are required to achieve statistically significant results. To facilitate further confirmatory analysis even a stricter criterion was implemented: all items that loaded less than 0.80 (e.g. poor convergent validity) or loaded simultaneously on two or three components more than 0.35 (e.g. had poor discriminant validity) were deleted. The first factor was labeled "intrinsic motivation", the second "transcendent motivation" and the third "extrinsic motivation".

Table 25: Varimax rotation for factor analysis for "motivation" in SPSS

Item Name	Item Description	IM	TM	EM
MI3	Interesting task	.915		
MI1	Challenge	.904		
MI4	Interesting job	.884		
MI6	Develop professionally	.877		
MI11	Enjoy the job	.820		
MI8	Atmosphere	.681	.384	
MI2	Independence	.427		
MT5	Help family		.896	
MT6	Work for family		.866	
MT9	Benefit others		.827	
MT1	Help others		.792	
MT7	Family tradition		.777	
MT8	Future	.324	.770	
MT2	Improve Business		.481	
ME9	Enter w/o barriers	-.339		.841
ME10	Income			.841
MI1	Workload			.817
ME8	Easy Promotion	-.324		.772
ME11	Standard of living	.306		.745
ME3	Flexibility			.741
ME5	Respected			.736
	% Of variation	36.436	19.298	13.710

EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation
Source: own elaboration based on results of analysis

As a result of EFA 21 items were reduced to 12 items (see table 26):

- *"Intrinsic motivation"* is explained by 5 items (Interesting task, challenging task, interest, professional development and enjoyment). The three areas which were identified: interest, professional development and enjoyment, were confirmed. This factor explained 40 % of variation.
- *"Transcendent motivation"* is explained by 4 items (help family, work for family, benefit for others, benefit employees). The three initial dimensions: business contribution, family contribution and social contribution were confirmed. This factor explained about 20 % of variation.
- *"Extrinsic motivation"* is explained by 3 items (income, workload and enter without barriers). Of four initial dimension only three were confirmed: work-life balance, easy career and monetary. Dimension "respect" was not confirmed. This factor was the weakest one and only explained 10% of variation.

Table 26: Varimax rotation for factor analysis for "motivation" in SPSS (2)

Item´s Name		IM	TM	EM
MI3	Interesting task	.937		
MI1	Challenge	.927		
MI4	Interest	.912		
MI6	Develop professionally	.898		
MI11	Enjoy	.845		
MT9	Benefit for others		.882	
MT5	Help Family		.877	
MT1	Help Employees		.864	
MT6	Work for family		.860	
ME10	Income			.873
MI1	Workload			.850
ME9	Enter without barriers			.837
	% Of variation Eigen value Chronbach´s alpha	46.195 5.543 0.957	20.419 2.450 0.912	16.459 1.975 0.816

EM –Extrinsic motivation. IM – intrinsic motivation, TM – transcendent motivation
Source: own elaboration based on results of analysis

Table 27: Status of items measuring motivation after EFA

Item Status	Item Name	Item Description
		Extrinsic motivation
✓Items retained	ME1 ME9 ME10	Opportunity to have a reasonable workload Opportunity to enter the job I wanted without formal barriers Opportunity to have competitive income
×Items deleted	ME3 ME5 ME8 *ME11	Opportunity to have flexible schedule Opportunity to be respected Opportunity to be promoted faster Opportunity to gain a certain standard of living
		Intrinsic motivation
✓Items retained	MI14 MI16 MI17 MI19 *MI24	Opportunity to do challenging tasks Opportunity to do interesting tasks Opportunity to align my career interests Opportunity to develop professionally Opportunity to do the work that I enjoy
×Items deleted	MI15 MI21	Opportunity to be independent at work Opportunity to enjoy the working atmosphere
		Transcendent motivation
✓Items retained	MT25 MT29 MT30 *MT33	Opportunity to improve employee well-being Opportunity to help family Opportunity to work for family Opportunity to provide benefit to others
×Items deleted	MT26 MT32 MT31	Opportunity to improve the business Opportunity to influence the future of the business Opportunity to continue family tradition

Source: own elaboration
Items adapted from existing motivational scales are marked with (*)

4.5.3. Exploratory factor analysis for barriers

After EFA for motivation, items for barriers were explored. According to Byrme (2015), The exploratory factor analysis (EFA) is used when the links between observed and latent variables are unknown or uncertain. Differently to the scale of motivation, items for barriers were not classified prior to data collection. The goal of the research was rather to gather quantitative data and to establish links between observed and latent variables that can be used in future research. The direct implication of this was the fact that the data (number of items) that was gathered far exceeded sufficient data for this study.

As it was mentioned, for barriers, item to response ratio was much higher than for analysis of motivation. A sample of 66 responses provided 1:5.5 item to response ratio, which can be considered a good score.

Prior to factor analysis, principal components analysis was conducted. Both KMO index (0.857) and Bartlett´s test of sphericity (X^2 482.923; g.l. 66; Sig. 0.000) indicated that factor analysis could be performed with this data.

Table 28: Principal components analysis for “barriers to leadership” in SPSS

Components	Initial auto values			Sum of the saturations at quadrate of the rotation	
	Total	% Of variation	% Accumulated	Total	% Accumulated
1	6.087	50.724	50.724	6.087	50.724
2	1.255	10.462	61.186	1.255	10.462

Source: own elaboration based on results of analysis

Principal components analysis shows that 2 factors explain 60 % of variation of the sample, and basically the first factor has the most power. The third factor would have only added 8 % and its Eigen value was less than 1; therefore, the decision was to keep two factor extraction.

Hair (Hair et al., 1998 and Hair, 2010) recommended that if the sample size is between 60 and 70, factor loadings of 0.70 are required to achieve statistically significant results. To facilitate further confirmatory analysis, the same criteria as with items for motivation was applied to reduce items: all items that loaded less than 0.80 (e.g. poor convergent validity) or loaded simultaneously on two or three components more than 0.35 (e.g. had poor discriminant validity) were deleted. In the two extracted factors, first can be called “barriers specific to family business”; and, second: “conciliation”.

Table 29: Varimax rotation for factor analysis for “barriers to leadership” in SPSS

Item Name	Item Description	FB	C
V24	Role incongruity	.869	
V23	Invisibility	.851	
V32	Lack of family support	.794	.346
V25	“boy´s network”	.722	
V22	Primogeniture	.703	
V29	Hierarchy dominated males	.642	.309
V26	Lack of education	.599	.354
V33	Priority other		.821
V28	Work-family misbalance		.732
V30	Low professional auto esteem	.488	.671
V31	Lack of leadership qualities	.506	.614
V27	Lack of role models	.386	.490
	% Of variation Eigen value	50.724 6.087	10.462 1.255

FB – barriers specific to family business, C - conciliation
Source: own elaboration based on results of analysis

Priority other and work-family misbalance scored as a separate factor that can be called “conciliation”. It was decided to reject this factor and to keep only the first factor because: (1) it is not recommended to keep factors with less than 3 items (e.g. Brown, 2006, p.38), and (2) because first factor had higher explanative power, explaining 50% of variation, five times more than the second factor. However, it should be noted for future research that exploring work-family misbalance can be a fruitful direction within research on family business daughters.

As a result of EFA 12 items were reduced to 3 items:

- “*Barriers specific to family business*” are explained by three items: role incongruity, invisibility and lack of family support. Of the five initial items that were supposed to explain this factor, two items were dropped: primogeniture (scored less than 0,8) and lack of mentoring (scored simultaneously on two factors).

From seven items measuring general gender barriers a separate factor appeared, that could be called “conciliation”. In this study, only two items were added to measure a broad topic of conciliation. In future, this area deserves more attention.

Reliability analysis was also performed for the remaining three items. Cronbach´s alpha coefficient was 0.911 meeting best practice criteria (e.g. Hair et al., 1998). Updated status if items measuring barriers to leadership can be found in table 30.

Table 30: Status of items measuring barriers to leadership after EFA

Item Status	Item Name	Item Description
✓Items retained	V23	I was forced into position where I could not participate in strategic decisions
	V24	Family undervalued my ability to assume leadership position
	V32	Family did not support me
×Items dropped	V22	Sons a priori had more ability to influence strategic decisions
	V25	My social connections were not professionally helpful
	V26	My career stuck due to lack of education
	V27	I did not have role models
	V28	I had problems with work and family conciliation
	V29	It was difficult to advance because men prevailed in the hierarchy of the company
	V30	Had doubts in my professional abilities
	V31	Had doubts in my leadership abilities
	V33	Needed prioritize other areas

Source: own elaboration

4.6. Confirmatory factor analysis: motivation

Several distinguished authors in the field of scale development (e.g. DeVellis, 1991, 2003, 2011, Comrey, 1988) do not include confirmatory factor analysis (CFA) as a necessary step in scale development. However, other authors (e.g. Gerbing & Anderson, 1988) argue that CFA is a necessary step to check unidemnsionality, which cannot be otherwise tested by means of coefficient alpha test or EFA. Unidimesionality assumes that a “set of indicators should share only a single underlying factor” (Gerbing & Anderson, 1988, p. 187, citing McDonald, 1981). Thus, unidimensionality is an important component to be considered when judging scale acceptability; and, conducting CFA a research can increase confidence in the structure of a proposed measure (Gerbing & Anderson, 1988).

Table 31: Goodness of fit summary for CFA for motivation in EQS

Index	Score
χ^2	123.204
D.f.	50
P value	0.00005
χ^2/d.f.	2.41
CFI	0.897
RMSEA	0.148
90% confidence interval RMSEA	(0.116;0.182)
Cronbach´s Alpha	0.799
Reliability coefficient RHO	0.927

D.f. – Degrees of freedom, RMSEA – Root Mean Square Error of Approximation
Source: own elaboration based on results of analysis

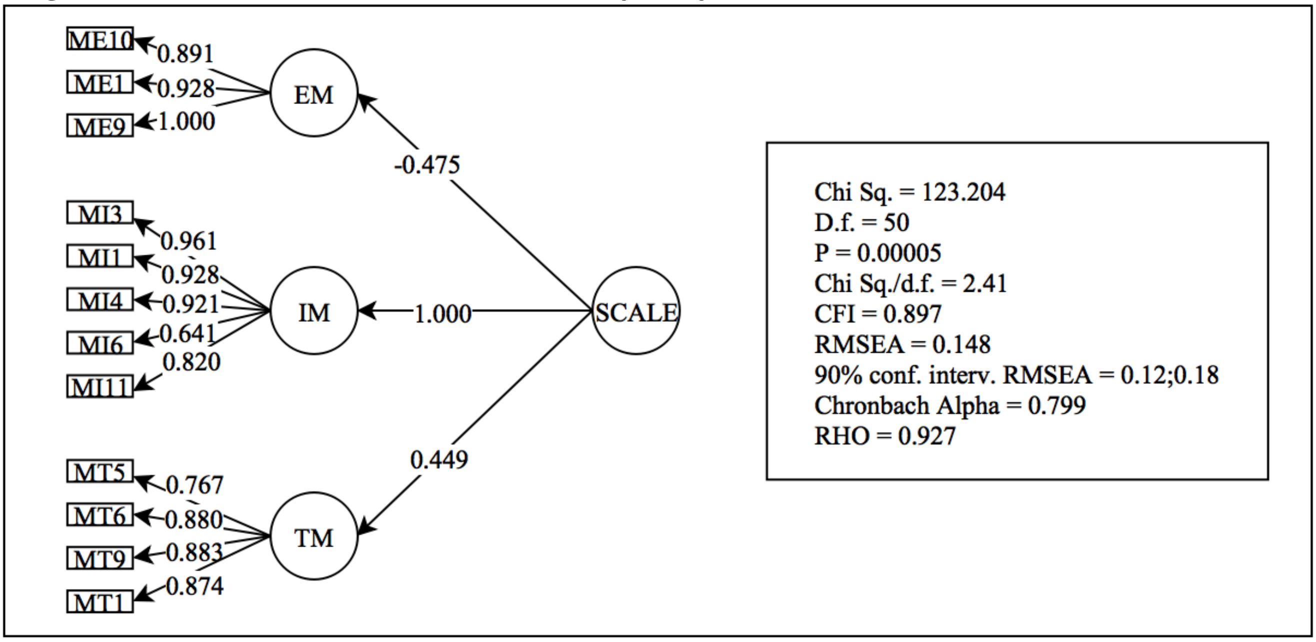
CFA was conducted in EQS, using a maximum likelihood estimation method. To assess the fit of the model, goodness of fit indices were used. The comparative fit index (CFI; Bentler, 1990) was 0.9, indicating an acceptable fit. The root mean square error of approximation (RMSEA; Steiger, 1990) was 0.15 (90% confidence interval 0.090; 0.166 (Cheung & Rensvold, 2002)) indicating an acceptable fit. Cronobach´s alpha was 0.799 and reliability index RHO was 0.927 indicating good result. Sattora-Bentler χ^2 was 123.204 with 50 degrees of freedom (with normalized Chi-square χ^2/d.f. 2.41 less than 5 indicating a good fit (Hair et al., 1998; Marsh & Hocevar, 1985) and p-value 0.00005, below 0.05 threshold (Wheaton et al., 1977) and RMSEA 0.14 more than 0.9 can be explained by the small sample size (Hu & Bentler, 1998). The global fit was acceptable for an explorative study. Table 31 summarizes goodness of fit and table 32 shows CFA results. Figure 10 graphically illustrates the results of the CFA.

Table 32: Second-order confirmatory factor analysis

Construct	Item Name	Item description	St. load	t-val.	R^2
Intrinsic Motivation	MI3	Interesting task	.961	10.443*	.924
	MI1	Challenging tasks	.928	9.814*	.861
	MI4	Career interest	.921	9.689*	.848
	MI6	Develop professionally	.641	9.157*	.797
	MI11	Enjoy the work	.820	-	.673
Transcendent Motivation	MT5	Help Family	.767	7.543*	.588
	MT6	Work for family	.880	9.526*	.774
	MT9	Benefit for others	.883	9.595*	.780
	MT1	Help Employees	.874	-	.764
Extrinsic Motivation	ME10	Income	.891	4.817*	.794
	MI1	Workload	.685	5.414*	.469
	ME9	Without barriers	1	-	1
SCALE	EM	Extrinsic Motivation	-.475	-2.891*	.225
	IM	Intrinsic Motivation	1	3.664*	1
	TM	Transcendent Motivation	.449	2.689*	.202

St. load. – standard load, t-val. – T value
Source: own elaboration based on results of analysis

Figure 10: Results of second-order confirmatory analysis



EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation, BAR – barriers, POS - position
Source: own elaboration

PART 2: Hypothesis Testing

The ultimate goal of this work is to answer the research questions. In order to do that hypothesis in chapter 3 was developed and two preparatory steps had been implemented: qualitative research and scale development. To further develop our understanding of the situation of family business daughters, test hypothesis and answer research question an analysis with various tools was implemented.

This chapter starts with cluster analysis which is followed by SEM and fs/QCA. Separately each method has its shortcomings; therefore, by implementing those tools together the research hopes to achieve higher level of reliability. To perform analysis, the same data from 66 responses was used.

4.7. Typology of family business daughters: cluster analysis

There are few notable papers that consider typology of women in family business. The first one is the paper by Dumas (1998) where she looks at paths to participation and leadership, interviewing 702 women in family business. The principal contribution of this paper is the outline of factors that affects female career development within the family business. The second paper, by Curimbaba (2002) also considers external factors that affect women pathways classified in three trajectories: invisible, professional and anchor. She interviews 12 family business daughters. Finally, the research by Otten-Pappas (2013) looks at internal conditions – e.g. commitment, by interviewing 6 family business daughters.

Notably, all three papers, underline the changing nature of their typologies. Thus, Curimbaba (2002) argues that with the pass of time women may change their roles from less visible to more notable and vice versa. Otten-Papppas (2013) provides evidence that different types of commitment at entry always change to affective commitment with the pass of time. The research by Dumas (1998) and by Curimbaba (2002) underlines social relationships, while Otten-Pappas (2013) suggests internal characteristics of family business daughters.

While these few papers provide a notable contribution to the understanding of situation of family business daughters, all three papers represent qualitative research methodology. Quantitative methodology may complement this research and add value to the discipline of gender in family business.

Cluster analysis was performed in SPSS. The decision was to perform two-step cluster analysis. The decision to choose two-step cluster analysis, and not hierarchical cluster analysis, was because the aim to performing this analysis was exploratory and not confirmatory, e.g. the number of clusters should have been data driven, not theory driven.

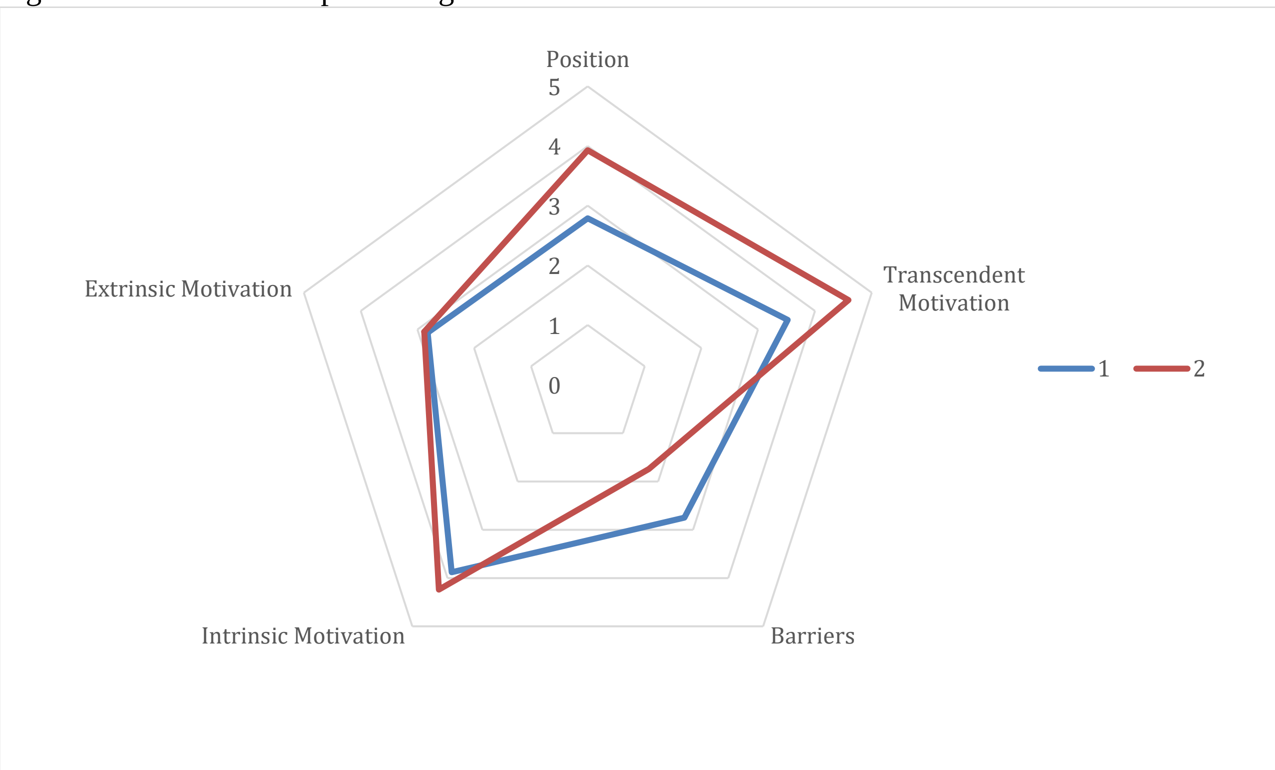
Table 33: result of two-step cluster analysis in SPSS

Cluster		1	2
Cluster size		59.1 % (39)	40.9 % (27)
Parameters (in order of importance)	Position	2.79	3.93
	Transcendent Motivation	3.52	4.59
	Barriers	2.75	1.74
	Intrinsic Motivation	3.88	4.24
	Extrinsic Motivation	2.82	2.88

Source: own elaboration based on results of analysis

It should be noted that in the formation of cluster, the major importance was defined by factor “position” (100%), transcendent motivation (44%) and barriers (20%). Factors “intrinsic motivation” and “extrinsic motivation” contributed less than 1 %. The t-test will confirm this situation.

Figure 11: Radar chart representing two clusters



Source: own elaboration based on results of analysis

The radar chart is another graphical representation of two clusters. It can be seen in the graph that the largest variation between clusters attributed to factors “position”, “barriers” and “transcendent motivation”.

Obtained data indicates that there are two clusters or types of family business daughters in the sample. The first type has slightly higher position in the company and faces fewer barriers. This type is motivated slightly more by transcendent and intrinsic motivation, slightly less by extrinsic motivation. The second type of female occupies lower position, faces higher barriers and has slightly lower intrinsic and transcendent motivation and slightly higher extrinsic motivation.

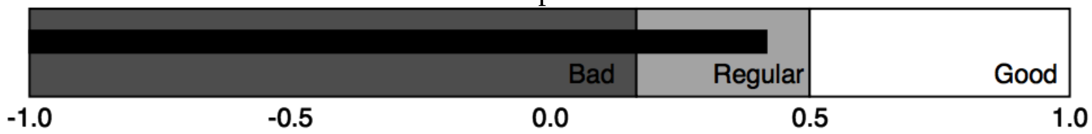
These results are interesting because previous attempts to cluster family business daughters were looking at the problem from different perspectives. Dumas (1998) and Curimbaba (2002) were interested in external factors: family and business structures affecting daughter situation. Otten-Pappas (2013) was looking at internal conditions, which makes this research closer to the current one, but the work was dedicated to exploring the concept of “commitment” and did not go one step further in connecting commitment to any kind of measurable “result”: e.g. productivity, efficiency, work satisfaction, or position.

On the other hand, for the purposes of this research the result of the cluster analysis was the first quantitative indication that motivation, position and perceived barriers of family business daughters are related. However, the limitation of any cluster analysis is that it is impossible to judge the direction of relationship between factors. For this purposes, SEM is one of the best tools in the arsenal of quantitative research.

4.7.1. Reliability

The silhouette coefficient, a graphical measure of both cohesion and separation (Rousseeuw, 1986), for this cluster analysis was 0.4 indicating a regular fit. In a good solution. the within-cluster distances are small and the between cluster differences are large, resulting for the silhouette measure close to the value 1.0. In general, for this coefficient, the result between -1.0 and 0.2 refers to a bad result, between 0.2 and 0.5 regular result and between 0.5 and 1.0 a good result, so the result of 0.4 is acceptable. Eliminating extrinsic and intrinsic motivation factors would probably had improved the silhouette coefficient.

Figure 12: Silhouette measure of cohesion and separation



Source: own elaboration based on results of analysis

T-Test. Two new variables were created in base of two clusters in order to see if there is really a significant difference between the two clusters across the following dimensions: extrinsic motivation, intrinsic motivation, transcendent motivation, barriers and position. The result of the t-test for (1) extrinsic motivation t(57.2)=0.243; p=0.809; (2) intrinsic motivation t(64)=1.578; p=0.119; (3) transcendent motivation t(64)=6.518; p=0.000; (4) Barriers t(64)=-3.915; p=0.000; (5) position t(64)=12.613; p=0.000.

The results of T-test indicate that there is no significant difference in extrinsic and intrinsic motivation between the two clusters (the probabilities are higher than 0.05). However, the two clusters differ significantly on other parameters: transcendent motivation, barriers and position.

4.8. Testing for direct causal effects

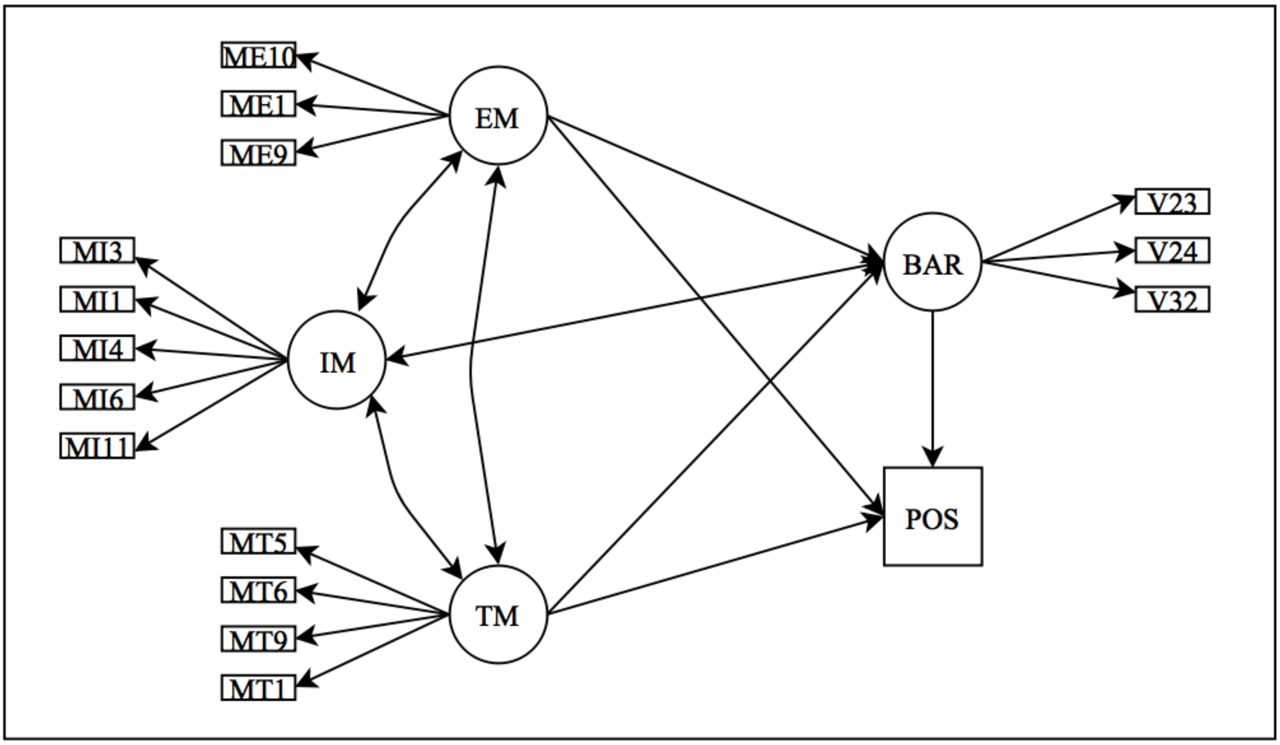
Structural equation modelling (SEM) is a series of statistical methods that allow complex relationships between one or more independent variables and one or more dependent variables. Confirmatory factor analysis (CFA) is used when the researcher has some knowledge on the underlying latent variable structure (Byrne, 2013). SEM takes confirmatory approach to the data analysis, demanding the researcher to set a priori the pattern of inter-variable relations (path diagram or its mathematical equivalent). SEM model can be decomposed into two models: measurement and structural. The measurement defines relations between observed and unobserved variables and structural model defines relations among unobserved (latent variables) factors (Byrne, 2013). SEM technique is often used to test direct causal effects among several dependent and independent variables. In this work this technique will be implemented to test direct causal effect of motivation and barriers on position.

4.8.1. Testing initial model

To check the initial hypothesis, EQS 6.1 was used, which was the most recent version of this software at the moment of conducting the analysis.

The objective is to study the relationship among four latent variables: extrinsic motivation, intrinsic motivation, transcendent motivation and barriers and one observed variable: "position in the company". The latent variables (extrinsic motivation, intrinsic motivation, transcendent motivation and barriers) are defined through items obtained in EFA and the corresponding measurement errors.

Figure 13: initial model



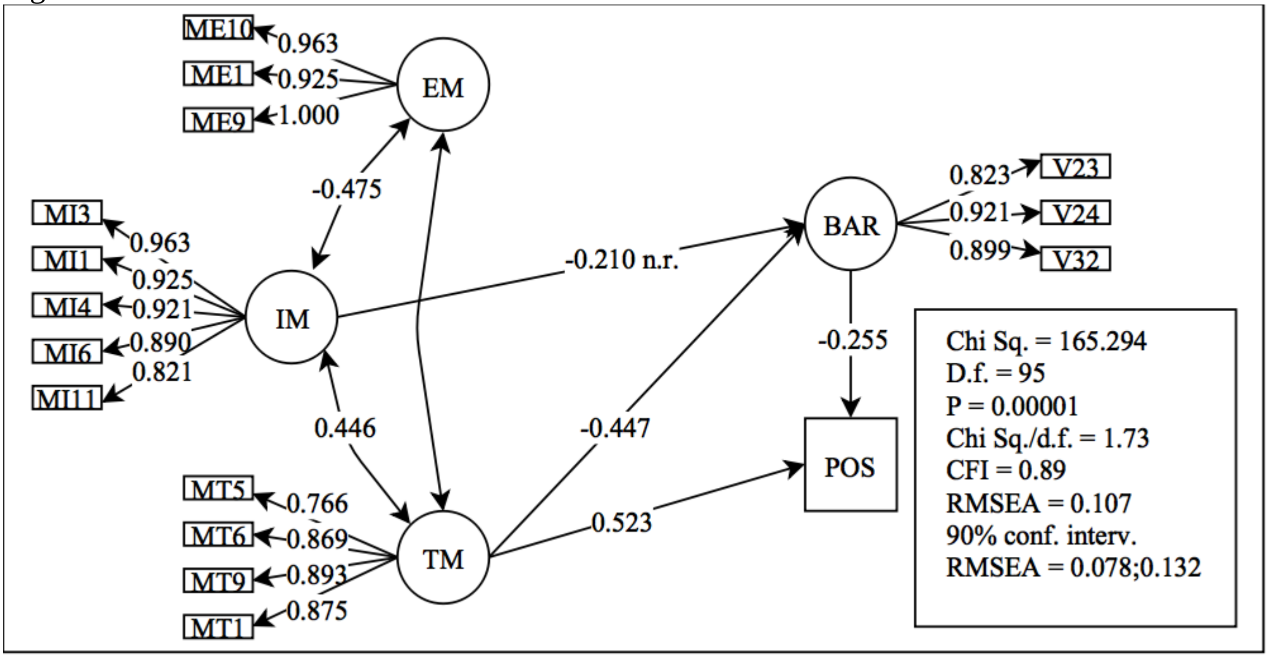
EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation, BAR – barriers, POS - position
Source: own elaboration based on results of analysis

Because the Mardia coefficient was high (6.12), the robust maximum likelihood method (ML) was used. A Monte Carlo study of Hu and Bentler (1999) showed that a good model fit is achieved when the CFI and NNFI values are close to 0.95, the SRMR is close to 0.08, the RMSEA is close to 0.06. Also, in a good factor structure the lower bound of the 90% CI of the RMSEA includes the value of 0.05 (Browne & Cudeck, 1993).

CFI was 0.89, NNFI was 0.864, SRMR was 0.125 and RMSEA 0.107 (90% CI set between 0.078 and 0.132). Satorra-Bentler scaled Chi-square was 165.2. based on 95 degrees of freedom and probability also very low 0.00001, suggesting a suboptimal fit between the model and the data.

The global fit was acceptable for an explorative study but not optimal. The results of the analysis suggested that only two factors explaining position were robust: barriers (t-value -2.014, st. loading -0.255) and transcendent motivation (t-value 3.948; st. loading 0.523) and only transcendent motivation was robust in explaining barriers (t-value -3.251; st. loading -0.447). It should be noted that the cause-effect relationship between intrinsic motivation and barriers was almost robust (t-value = -1.685).

Figure 14: initial model - results



EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation, BAR – barriers, POS - position
St. loading between IM and BAR is marked with "n.r." because the connection was not robust, but almost robust (t-value 1.685)
Source: own elaboration based on results of analysis

4.8.2. Improved model

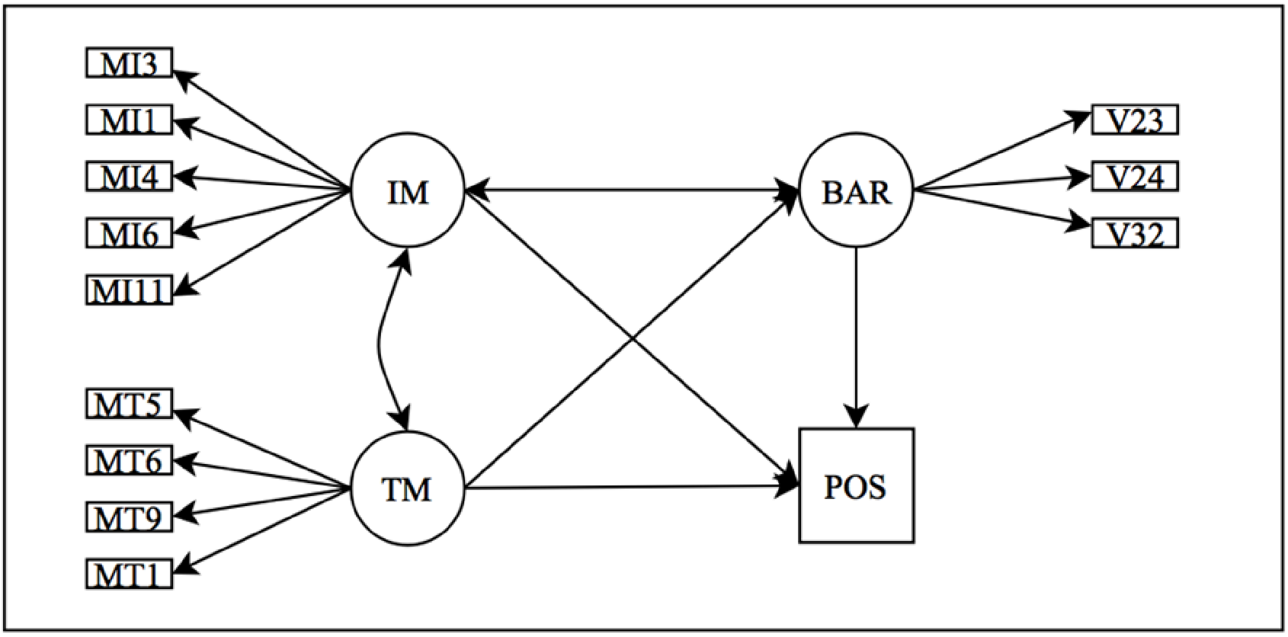
Because this study is explorative, and not confirmative in nature, the goal was not only to test the model, but also to answer the research question. It was decided to try to improve the model fit and to see how the model can be changed based on data available (e.g. implement inductive, empirical based approach, rather than deductive, theory-based approach).

Based on the results of cluster analysis and results of model testing, it seemed that two factors: extrinsic motivation and intrinsic motivation did not contribute significantly in explaining the "position" and "barriers". Therefore, the Wald test was used in order to improve the model fit by reducing it. The resulted model can be seen in figure 15 and figure 16.

The Mardia coefficient was high (8.44), indicating multivariate non-normality. Therefore, the measurement model was estimated with the robust maximum likelihood method. According to

Bentler (1995), this procedure offers more accurate standard errors when the data is not normally distributed.

Figure 15: improved model

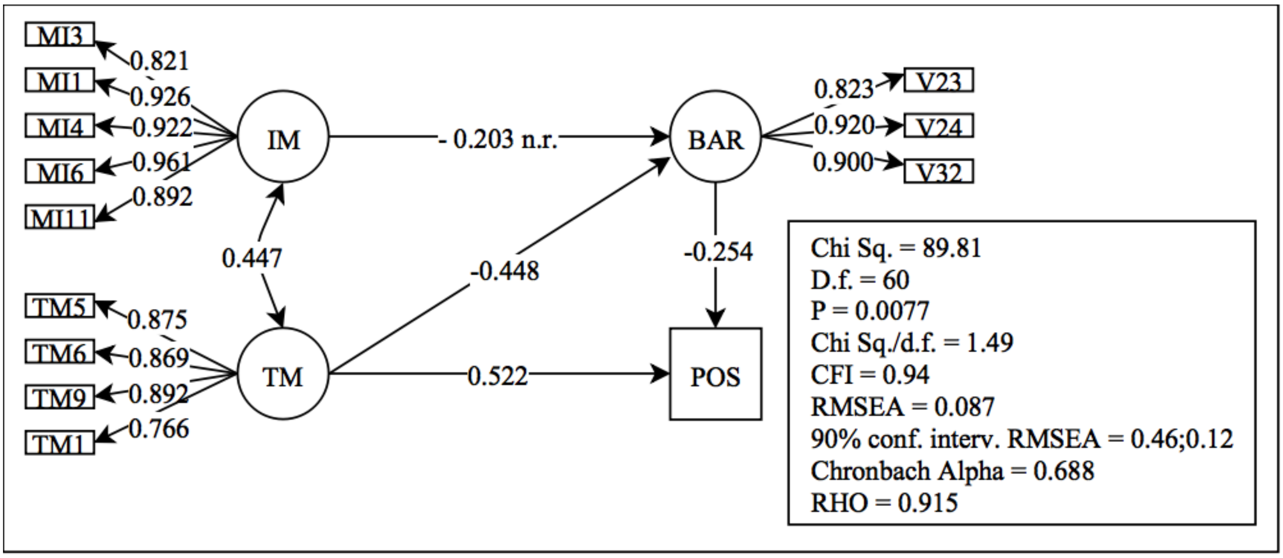


IM – intrinsic motivation, TM – transcendent motivation, BAR – barriers, POS - position
Source: own elaboration based on results of analysis

The result showed that the proposed structure was relatively good and much better than the previous model. CFI was 0.94 and NNFI was 0.922, SRMR was 0.088 and RMSEA 0.087 (with CI interval between 0.047 and 0.122). The model fit was almost meeting strict criteria explained above (e.g. Hu & Bentler, 1999, 1998, Browne & Cudeck, 1993), which was a very good result, taking in consideration, for example, that RMSEA tends to overreject small samples (N<250) (Hu&Bentler, 1998). Satorra-Bentler scaled Chi-square was 89.71, based on 60 degrees of freedom (a normalized chi-square therefore is less than 5 (Hair et al., 1998)) and probability 0.0077, which is was still below 0.05 threshold but much better than in the original model and can be explained by the small sample size.

Two factors: transcendent motivation and barriers were robust in explaining position. Factor “intrinsic motivation” was not robust in explaining position. Further, factor “transcendent motivation” was robust in explaining barriers and factor “intrinsic motivation was almost meeting the criteria (t-value -1.698). Covariance between factor “transcendent motivation” and factor “intrinsic motivation” also confirmed.

Figure 16: improved model - results



IM – intrinsic motivation, TM – transcendent motivation, BAR – barriers, POS – position
St. loading between IM and BAR is marked with "n.r." because the connection was not robust, but almost robust (t-value 1.698)
Source: own elaboration based on results of analysis

4.9. Study 2 - conclusions

The goal of this chapter was to examine empirically career motivation and barriers to leadership of family business daughters and to develop an instrument to measure those. The first part of this chapter summarized the process of item generation and refinement, data collection and scale validation. In the process of scale development, special attention was paid to theoretically define constructs.

The first part of the chapter resulted in the successful development of motivational scale and scale to measure barriers specific to family firms. These scales were developed in order to prepare conditions to test the hypothesis presented in chapter three and to answer the research question.

Limitations apart, two scales showed an acceptable fit even for a small sample and could be used for a variety of purposes in future.

In the second part of the chapter, the theoretical model, based on direct effect relationships, was checked by means of Structural Equation Modelling. The general fit of factor structure was not optimal, but somewhat acceptable for an explorative study. It was decided to modify the model in order to improve the fit. By only deleting the factor "extrinsic motivation", the fit of the model significantly improved. This step was logical for two reasons. First, in the original model tested by SEM, hypothesis related to factor "extrinsic motivation" were not robust. Second, the cluster analysis and T-test also indicated that factor “extrinsic motivation” did not contribute to cluster formation (based on position) and that there was no difference in two clusters (based on position) in regards to “extrinsic motivation”.

The main outcome of this analysis was the fact that transcendent motivation explained both position and barriers. There was a negative relationship found between transcendent motivation and barriers, confirming hypothesis 5 and a positive relationship between transcendent motivation and position, confirming hypothesis 6.

The relationship between intrinsic motivation and position was not confirmed (hypothesis 4 was rejected), but the relationship between intrinsic motivation and barriers (Hypothesis 3) seemed to be “almost robust”. It is probable that in a bigger sample this relationship might have been confirmed. Finally, transcendent motivation and intrinsic motivation appeared to covariate, confirming the crowding-in effects (Grant, 2008; Frey, 2012; Frey & Jegen, 2001).

However, one general limitation to be considered here was that the size of the sample was not sufficient and that the results should be taken with caution.

4.9.1. Conclusions: scale to measure motivation

Up to date the research into the motivation of family business daughters to join family business has not been systematic. Some extrinsic attractors: flexibility of working hours, job security, better remuneration and autonomy in choosing responsibilities, were cited by many authors (Vadnjal & Zupan, 2009; Dumas, 1995, 1998; Curimbaba, 2002; Vera&Dean, 2005; Otten-Pappas, 2013; Overbeke, et al., 2013). However, some authors state that even more important are the intrinsic (professional and hedonic motives) and prosocial motives (helping family, improving the business) (Dumas, 1998; Akhmedova et al., 2015).

Because existing work motivation scales are based on Self-Determination theory, they are limited to extrinsic and intrinsic motivation and lack the conceptualization of transcendent or prosocial motivation. This chapter develops a scale that measures work motivation of family business daughters based on the theory of Pérez López that includes all three types of motivation: extrinsic, intrinsic and transcendent.

Therefore, the primary contribution of this chapter is in linking motivational theory with literature on family business daughters, thus developing concepts of extrinsic, intrinsic and transcendent motivation specific to family business literature. The resulting scale can be further used for a wide variety of purposes, not limited to the following: (1) exploring problems around family business daughter underrepresentation in high-level positions and self-exclusion from potential successors; (2) making typology of family business daughters based on quantitative study; (3) exploring potential connections with other variables; (4) comparing gender motivations; (5) comparing the motivation of those who decide to join the family business with those who opt for entrepreneurship or external employment.

Table 34: Scale of family business daughters work motivation

Types of motivation and items
1. Extrinsic motivation
ME1: Opportunity to have a reasonable workload ME9: Opportunity to enter the job I wanted without formal barriers ME10: Opportunity to have competitive income
2. Intrinsic motivation
MI14: Opportunity to do challenging tasks MI16: Opportunity to do interesting tasks MI17: Opportunity to align my career interests MI19: Opportunity to develop professionally *MI24: Opportunity to do the work that I enjoy
3. Transcendent motivation
MT25: Opportunity to improve employee well-being MT29: Opportunity to help family MT30: Opportunity to work for family *MT33: Opportunity to provide benefit to others

Source: own elaboration based on results of analysis
Items adapted from existing motivational scales are marked with (*)

In this research, the proposed scale of family business daughters work motivation will be used for two purposes: (1) exploring connections between motivation, barriers and position in the company; (2) proposing a typology of family business daughters. The next chapter will describe the final part of the research. The summary of the resulting scale is presented in table 34.

In the process of scale development, ten initial items were dropped: (1) two items were dropped measuring intrinsic motivation: “atmosphere” and “independence”; (2) three items were dropped measuring transcendent motivation: “family tradition”; “future of business” and “improve business”; and, (3) four items were dropped measuring extrinsic motivation: “easy promotion”; “standard of living”; “flexibility” and “being respected”.

4.9.2. Conclusions: scale to measure barriers

There is no parity in academic literature on whether the obstacles to women’s career development in family firms do exist. If these obstacles do exist, then what are they? The majority of studies on this topic report obstacles that are specific to family business:

primogeniture, invisibility and role conflict (Salgalnicoff, 1990; Hollander & Bukowitz, 1990). However, several studies suggest a more complex reality. For instance, Cole (1997) concludes her study of family business daughters by suggesting that the role of differences within each gender and commonalities between genders is yet underestimated. In practice that meant that female participants of her research did not agree either on the problem of conciliation, nor on how they want to advance in the company (Cole, 1997).

This study looks at the topic of gender barriers within family firms. For this reason, a set of items was developed based on literature review. Items included both constrains typical for family firms and general gender constrains. The set of items for barriers was not reduced after in-depth interviews, acknowledging the inherent limitations of qualitative study (the incidences of some barriers might be very infrequent).

The first results (e.g. descriptive results, before proceeding with factor analysis) seemed to confirm the conclusions of the previous chapter. The majority perceived barriers as low or non-existent (82 % of the sample auto-valued the frequency of discriminant practices as never or almost never). However, there were cases that reported that many discriminative practices often happened to them (three people scored more than 4 for barriers). In cases study, the situation was similar: interviewees who were satisfied with their career in family firms reported a low incidence of any kind of gender disparity, while those who left the family company mentioned many factors at once.

The factor analysis yielded two factors: first, which can be called "barriers specific to family business"; and, second, "conciliation". Only one factor was retained because the second only had two items. It was probably a mistake of this research, not to include more items for the factor of conciliation, given that this issue resonated strongly with each interviewee. In future, this topic might be studied in more detail. Two items of the factor conciliation are presented in table 35.

Table 35: items for factor conciliation (not included in final scale)

Items measuring conciliation
V28 I had problems with work and family conciliation
V33 Needed to prioritize other area

Source: own elaboration

Finally, factor "barriers specific to family business" consisted of 3 items and included topics of "invisibility", "role incongruity" and lack of family support. It should be acknowledged that another item (V26 My career stuck due to lack of education) that was supposed to measure discrepancies in female and male upbringing was probably not very well expressed. This issue is also left for future investigations. The final scale is presented in table 36.

Table 36: scale of family business daughter´s barriers to leadership

Items measuring barriers to leadership
V23 I was forced into position where I could not participate in strategic decisions
V24 Family undervalued my ability to assume leadership position
V32 Family did not support me

Source: own elaboration

4.9.3. Cluster analysis of the sample

The use of cluster analysis was opportune in this research. By acknowledging the idea that there are some factors that have an effect on the position of family business daughters it is assumed that there exists some typology of family business daughters that differ in their position in the family firm and on other factors. One way to come closer to this problem is to perform a cluster analysis.

Indeed, the results of cluster analysis suggested that there are two clusters supported by the data set and that position is the factor that has most influence on factor formation. Transcendent motivation and barriers were other factors on which two clusters differed. The quality of cluster analysis is higher when the within-cluster distances are small and the between cluster differences are large. By conducting a t-test, it became clear that differences in intrinsic motivation and extrinsic motivations between clusters were not statistically significant.

Compared to the results of previous research on typology of family business daughters, the current investigation brought new findings by looking at the problem from a different perspective. In the resultant typology, two types of daughters were defined: (1) with somewhat higher position, lower barriers and higher transcendent motivation; and (2) with lower position, higher barriers and lower transcendent motivation.

4.9.4. Direct effect relationships of motivation, barriers and position

The model presented in chapter three was tested by means of SEM. The original model had acceptable, but not optimal fit, and it was decided to improve model fit by reducing it by means of Wald test. By dropping extrinsic motivation from the model, its fit improved significantly, meeting all strict criteria. Given that in the original model the relationships between extrinsic motivation, barriers and position was not robust, hypotheses 1 and 2 should be rejected. In the improved model hypothesis 3 was partly confirmed. The relationship between intrinsic motivation and barriers was negative, but not robust (almost robust, with t-value was almost meeting the robustness criteria).

Hypothesis 4 did not confirm: despite of the relationship between intrinsic motivation and position, this relation was not robust. And hypotheses 5-7 confirmed, suggesting that transcendent motivation has a positive effect on both barriers and position and that barriers affect negatively position.

Table 37: Hypotheses and results

Hypotheses		Result
Extrinsic motivation		
H1	Daughter motivation based on extrinsic outcomes is positively associated with perceived barriers to leadership.	Not Supported
H2	Daughter motivation based on extrinsic outcomes is negatively associated with high level of management position.	Not Supported
Intrinsic motivation		
H3	Daughter motivation based on intrinsic outcomes is negatively associated with perceived barriers to leadership.	Partially Supported*
H4	Daughter motivation based on intrinsic outcomes is positively associated with high level of management position.	Not Supported
Transcendent motivation		
H5	Daughter motivation based on transcendent motivation is negatively associated with perceived barriers to leadership.	Supported
H6	Daughter motivation based on transcendent motivation is positively associated with high level of management position.	Supported
Barriers and Position		
H7	Perceived barriers have negative relationship to the position	Supported

**The relationship was almost robust*
Source: own elaboration

4.10. Study 2 - limitations

Study two was a quantitative study, where the researcher took positivist worldview. The main concern of positivist research is to conduct an unbiased and objective investigation. Although the researcher was following established practice procedures, this study is not without limitations.

1. The sample size was somewhat smaller than expected due to the low response rate. This issue created the biggest challenges for the researcher. Thus, the low response rate, prevented the conducting of the test-retest procedure as is suggested by the best practices for scale development (e.g. DeVellis, 1991, 2003, and 2011).

2. The second concern was the representativeness of the sample. As was mentioned, this sample was a convenient sample that was skewed toward older companies for the purposes of the research. This fact made the comparison with other samples (such as that of the IEF (Casillas Bueno et al., 2016)) difficult.

Apart from general limitations, the research acknowledges limitations at each step of quantitative research.

Scale development. The scale requires further research to examine the relationship between the scale with existing instruments and related constructs. Discriminant validity and convergent validity were tested at the stage of Exploratory Factor Analysis. However, stricter research could have been implemented to relate the new scale of motivation to existing scales.

Discriminant validity refers to the extent to which the new scale is relatively novel (Churchill, 1979). Discriminant validity consists of comparison of a new scale with other scales that are not supposed to be measuring the same construct (e.g. Peter, 1981). The resulting scale of family business daughters work motivation was not specifically compared with existing ones to check discriminant validity.

Convergent validity, on the contrary, can be proven when it is possible to empirically validate the relationship between the new scale (or constructs) and other scales (or constructs) to which it is supposed to be related (Peter, 1981). During the process of development of this scale, some of the items from existing scales (e.g. MAWS (Gagné et al., 2010) or prosocial motivation (Grant, 2008)) were adapted and several of the "borrowed" items formed part of the scale to measure motivation of family business daughters. However, the new scale was not specifically checked for convergent validity.

Nomological validity refers to the validation of associations between the focal construct (e.g. scale to measure family business daughters work motivation) and other constructs to which it is supposed to be related theoretically (Peter, 1981). Nomological validity could have been established by testing against conceptually related constructs (e.g. "commitment"). In the process of scale development, the evidence of nomological validity was not established, due to the fact that the area of research is underdeveloped.

It should be noted that, as with most measures developed for specific purposes, researchers need to keep in mind that this tool has its inherent limitations. In future, the scale may be tested on more general samples e.g. females with family business background employed outside the family business or a mixed gender sample employed in family business. Finally, researchers should also note that the current investigation was undertaken on a national sample and its application on an international sample will probably require some adaptations.

Limitation of cluster analysis. The role of cluster analysis implemented here was supportive. Several steps in preparation of cluster analysis were skipped, such as treating outliers, the calibration of variables if there is different scaling among variables (e.g. convert into Z scores), and the problem of multicollinearity was not explored.

Limitation of Structural Equation Modelling. The limitation of SEM analysis was a small sample. Bentler (1989) suggested 5:1 ratio of sample size to free parameters, which would make the minimum sample size of 205 to test the original model (which had 41 free parameter) and a sample size of 155 to test the improved model (which had 31 free parameter). This study hypothesized the direct effect relationships only as an intermediate step toward considering combined effects of motivation on position (in study three). Given that the study complies with less strict recommendations about the minimum sample size, that can be found in literature ("rule of 10 observations per variable" Nunnaly (1967)), it is suggested to VIEW the results with much caution, considering them as explorative

CHAPTER 5

STUDY 3

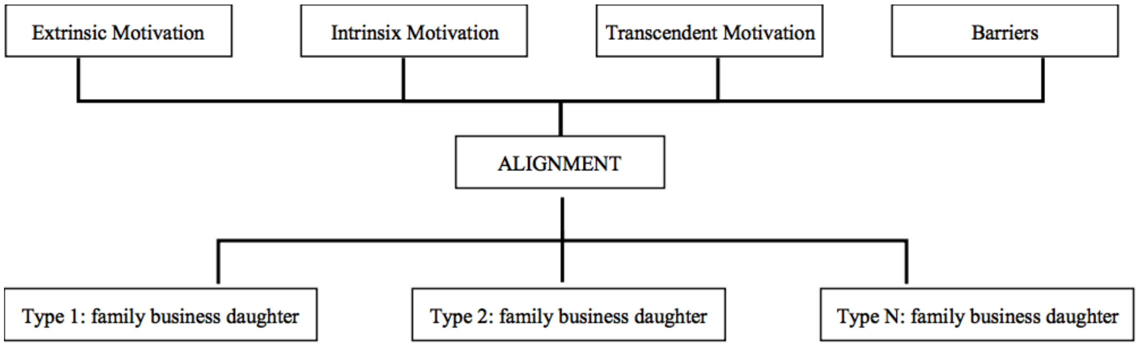
MIXED METHODS

SUMMARY

5.1. Mixed method analysis: justification

Integrating insights from Study 1 and Study 2, it can be argued that career development of family business daughters is a complex, multidimensional phenomenon, in which motivational configuration is more important than direct causal effect of separate factors. As it was inferred from study 1: family business daughters not only differ in their extrinsic, intrinsic and transcendent motivation depending on the position they occupy, but also same factors (e.g. flexibility, sense of achievement, internalization of family business) can encourage or discourage working in the family firm depending on how they are combined and perceived. This reasoning leads to a conceptual framework, presented in figure 17, based on Configurational Theory logic.

Figure 17: conceptual framework for Study 3



Source: own elaboration

The Configurational Theory logic (Ragin, 2000; Ragin & Rihoux, 2009) focuses on complex phenomena at different levels (firms, social networks, collective actors; and even groups and individuals) that tend to cluster into archetypes described by common patterns.

The fundamental proposition of the configuration theory is that some causal factors can lead to different outcomes depending on how these factors are arranged (e.g. Ragin & Rihoux, 2009). The three principles underline configuration theory: (1) outcomes of interest rarely have any single cause, (2) causes rarely operate in isolation from each other, and (3) a specific causal attribute may have different and even opposite effects depending on context (Ordanini et al, 2014; Greckhammer et al., 2007). This logic implies the concept of "equifinality" – meaning that different paths may lead to the same result (Ragin & Rihoux, 2009).

While there might be many factors, explaining complex phenomena, the effective implementation of equifinality implies that the causation is being typically reduced to few conditions through the analysis.

Integrated insights from Study 1 and Study 2 resonate with the original proposition for Study 3, which consisted of testing for combined causal effects of motivation. The reasoning of this subchapter suggests that configuration theory, and Qualitative Comparative Analysis technique that is based on this theory, are appropriate for the current stage of research.

Assuming that there are: (1) several types of family business daughters; and, that (2) one type of family business daughter will illustrate the theory of Pérez López, the research question of thesis study is: “what is the typology of family business daughter who occupy high-level management position in the family firm?” This research question will be studied by means of mixed techniques of analysis, specifically by means of Qualitative Comparative analysis (QCA), which be presented in the next section.

5.2. Qualitative Comparative Analysis – a mixed technique

Qualitative Comparative Analysis (QCA) is an analytical approach that offers advantages in a research limited by a small number of cases. QCA uses Boolean algebra and set theory logic to find logical conclusions that a data set can support. It is used to systematically compare small or intermediate number of cases without losing their complexity. Thus, QCA bridges qualitative and quantitative analysis, in a way that it uses logical processes to analyse the data, but the researcher has the subjective power at the moment of coding the variables and analysing the data. The “interaction logic” is different in QCA compared to Multiple Regression Analysis (MRA) or Structural Equation Modelling (SEM).

QCA studies the causal complexity by assuming that cases represent some mix of causes and conditions (not “independent variables”) that correspond to the outcome (not “dependent variable”). The following features distinguish QCA: (1) equifinality, or ability to identify more than one causal path to the outcome; (2) comjuctural causation, or ability to define a combination of causal conditions; and (3) assimetrical relations between causal conditions and the outcome (causal conditions that lead to outcome are different from those that lead to “absence” of outcome) (Kane et al., 2014; Ragin & Rihoux, 2009).

In other words, in QCA causes are not separable variables, and there may be different ways in explaining the same result (equifinality). The result of the QCA analysis is a “recipe” of causes or premises that lead to the outcome, not probability with which separate independent variables affect the dependent variable.

In sum, QCA provides a more holistic view on causes and effects than a conventional quantitative analysis.

A QCA analysis normally starts with operationalization of research question and case selection and identification of condition and outcome sets. This is followed by calibration of conditions and outcomes. With the help of specific programs (Stata, fs/QCA, Tosmana, R), truth tables are constructed. Research must analyse the truth table and decide whether some individual conditions and configuration of condition are necessary or sufficient for achieving the outcome (Kane et al., 2014). Once all solutions are identified, they are mathematically reduced to obtain the final result, consisting of “recipes”. Coverage and consistency are computed to determine the quality of each of the final “recipes”.

QCA offers advantages when the sample in a research is limited and when it is known that several conditions (or factors) come into play to produce an outcome. SEM analysis provided evidence that transcendent motivation and barriers affect family business daughters´ position in a family business. Intrinsic motivation was found to covariate with transcendent motivation and possibly affect barriers. It is possible that by taking another tool the researcher can find additional cause-effect relationships that were not detected by the conventional quantitative analysis.

In order to test this possibility, the data from original sample (66 responses) was assessed with fs/QCA software. All 66 cases were used to examine which combination of conditions (extrinsic motivation, intrinsic motivation, transcendent motivation and barriers) lead to the outcome (high position).

Further, the process of calibration and analysis will be explained and the results will be presented.

5.3. Adaptation of data from study 2

Calibration is an important analytic step in qualitative comparative analyses (QCA) and the results of the analysis depend a lot on this step (Ragin, 2007).

There are two ways to calibrate large sample data for QCA analysis: (1) “direct method” that focuses on the anchor points; (2) “indirect method”, that uses regression techniques to estimate the degree of set membership (Ragin, 2007). However, only direct method is supported by fs/QCA software. For the purposes of this research direct calibration was a sufficient procedure. Fuzzy calibration was implemented.

According to Ragin (2007), any calibration should be based on external criteria”, which is the researcher´s knowledge of the field of study and the understanding of the sample. The decisions behind calibration were the following.

First, the calibration of extrinsic, intrinsic and transcendent motivation variables was done by the same criteria for the following reasons: (1) the distribution of extrinsic motivation was slightly skewed to the smaller scores and for intrinsic and extrinsic motivation – to higher scores; applying different criteria would have nivelated the natural difference in responses; (2) the skew for the three motivations was slight. However, for barriers cut-off points were changed, because in reality barriers were rarely valued above 3.5 (on 1 to 5 scale). However, various options were tested for calibrating barriers variable slight differences in calibration do not affect the results.

Before applying the cut-off criteria, raw data was transformed and brought to a range between 0 and 1. Membership scores were assigned according to the following thresholds, presented in table 38 and table 39.

Table 38: Calibration of conditions

Condition	Measure	Cut-off points		
		0: fully out	0.5: intermediate	1.0: fully in
- Extrinsic motivation - Intrinsic motivation - Transcendent	An average of items, for each type of motivation, brought to a range between 0 and 1.	0.4	0.6	0.8
Barriers		0.3	0.5	0.7

Source: own elaboration based on results of analysis

Table 39: Calibration of outcome

Outcome	Measure	Cut-off points
Position	A degree of control in the company, measured on a 4 points likert scale, where 0.25 corresponds to internship, temporal work, etc.; 0.5 corresponds to being a professional (advocate, informatics, etc.), 0.75 corresponds to being in charge of any department; and 1.0 to being in charge of the company	0: fully out; 0.25
		0.33: more out than in; 0.5
		0.67: more in than out; 0.75
		1.0: fully in; 1.0

Source: own elaboration based on results of analysis

5.4. Data Analysis

Data analysis in QCA starts by defining property space, which consists of all possible configurations of drivers of an outcome (Ordanini et al., 2013). This property space is known as "truth table". The truth table is a list of possible binary (e.g. presence or absence) configurations of conditions with a number of cases that fall into that configuration (Kane et al., 2014). Each row of the truth table represents a 2^k logically possible combinations of k conditions (Ragin, 2007). The truth table helps to sort the information in the logically structured way according with consistency of each configuration. Consistency exhibits whether the cases that share similar conditions coincide on the outcome (the consistency is calculated as the sum of the consistent membership scores in causal set, divided by the sum of all the membership scores that pertain to that set).

The QCA method does not require that all family business daughters who belong to the configuration coincided on the causal condition. Instead, based on the concept of quasi-sufficiency, for a configuration to be valid, its consistency should only exceed minimum threshold, allowing "few" inconsistent cases because of a random error (Fiss, 2007).

The generic threshold for consistency is set at 0.8 (Ragin, 2008). However, a researcher should analyse consistencies and corresponding number of cases before applying the threshold. In case there is a drastic gap in consistencies it is recommended to use this natural break point as a threshold (Elliot, 2013, p.4). Higher consistency is preferred (Ragin, 2008). Table 40 exhibits truth table that was created for data.

Table 40: applying consistency cut-off 0.9

EM	IM	TM	Barriers	Number	Position	RAW C.	PRI C.	SYM C.
1	0	1	0	1	1	1.00	1.00	1.00
1	1	1	1	2	1	1.00	1.00	1.00
1	0	1	1	1	1	0.99	0.99	1.00
0	1	1	0	20	1	0.96	0.95	1.00
1	1	1	0	15	1	0.92	0.89	0.97
0	1	1	1	8	1	0.91	0.82	0.93
0	0	1	0	2	1	0.86	0.73	0.81
0	1	0	1	1	0	0.84	0.53	0.63
1	0	0	1	3	0	0.77	0.37	0.42

EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation
C. - consistency
Source: own elaboration based on results of analysis

When deciding on the threshold for the consistency cut-off PRI consistency index should be also taken into account. PRI consistency refers to the proportional reduction in consistency and was developed answering the critics of fs/QCA in order to deal with simultaneous subset relations (Schneider &

Wagemann, 2012, pp. 241-244). PRI consistency is low when a condition or configuration is considered as sufficient for the outcome and its absence (Schwellnus, 2013). However, PRI consistency threshold are not well established in literature. Schneider and Wagemann (2012) set the value of 0.65 as high and 0.35 as low. In the current case, two last rows were excluded by researcher because they had very low PRI consistency. Therefore, the threshold for consistency was set at 0.85.

The final step in data analysis is the logical reduction of configurations. The mathematical reduction logic is the following: if in one solution A is present and in other – absent, that A can be dropped. To illustrate this step, consider two configuration sets that pass consistency threshold: EXTRINSIC*INTRINSIC*TRANSCENDENT and Extrinsic*INTRINSIC*TRANSCENDENT, then the final “reduced” configuration may consist of only INTRINSIC*TRANCENDENT, because the presence or absence of extrinsic motivation is irrelevant for the outcome (e.g. POSITION).

5.5. Testing for combined causal effects

Once all configurations are identified the researcher mathematically reduces the solution by merging together configurations. Fs/QCA provides three types of solutions: complex, parsimonious and intermediate. Complex solution makes no simplifying assumptions, using Boolean simplification to combine rows. This produces larger and more complicated solutions especially when the number of antecedents is big (Ragin, 2008).

Parsimonious solution uses all logical remainders (configurations that did not have cases) to simplify the solution, which in some cases can produce solutions that may or may not be justified, depending on the assumptions.

Intermediate solution uses only “easy” logical remainders when simplifying the solution. Ragin (2008) recommends using intermediate solutions as superior to both parsimonious and complex. Table 41 presents intermediate solution.

Table 41: results of fuzzy analysis

	Antecedents conditions				Coverage		Consistency
Pathway	EM	IM	TM	B	Raw cover	Unique cover	
1			✔	✖	0.67	0.02	0.90
2		✔	✔		0.85	0.15	0.87
3	✔		✔		0.42	0.017	0.91

Solution Coverage 0,91; Solution Consistency 0,86
EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation, B – barriers
Source: own elaboration based on results of analysis

The quality of the final result can be assessed by coverage and consistency. Coverage determines the empirical relevance of the solution (Schneider & Wagemann, 2012). The higher is the coverage the more common the solution is and the more outcome is explained by it. Consistency shows whether the outcome can be produced regularly by the solution (Schneider & Wagemann, 2012). The high consistency indicates that all cases produced the outcome.

On the other hand, for each pathway a raw coverage, unique coverage and consistency is calculated. The higher is the raw coverage the empirically relevant is the causal pathway. The model fit was good with solution coverage 0,91, which is higher than recommended value of 0,45 (Ragin, 2008) and consistency 0,86 which is higher than recommended value of 0,74 (Ragin, 2008).

In the analysis of the solution, that consists of three pathways, in this case, it is important to note the role of transcendent motivation that is presented in each pathway of the solution. The mathematical reduction logic is the following: if in one solution a is present and in other – absent, that a can be dropped. Each solution can be used several times. In the current case, seven solutions that can be seen in the truth table were reduced to 3 pathways.

The three sufficient configurations in table 41 collectively suggest that:

1. Transcendent motivation is a necessary, but not sufficient condition for high position
2. Extrinsic and intrinsic motivation can be either present or irrelevant for high position
3. Barriers can be either absent or irrelevant for high position

In general, the results suggest that there is no predetermination on how the family business daughters should be motivated in order to achieve high position in the firm. Additionally, findings suggest that depending on how different types of motivation are configured, the absence of barriers may be relevant or irrelevant.

5.6. Typology of Family Business Daughters

The results of testing for conjuctual causal effects, presented in table 41, reflect that there are different ways how a family business daughter express leadership in the family firm. Since findings in Qualitative Comparative Analysis (QCA) are “case” and not “variable” based (Ragin, 2000), each solution reflects both: (1) a combination of variables related to the outcome; and, (2) the group of subjects associated with that combination. In other words, the results of QCA analysis allow for elaborating an informed typology (Fiss, 2011), where each configuration describes a segment of family business daughters in high-level position in family firm. Further, each segment will be presented and described in more detail.

5.6.1. “No barriers”

First pathway was identical to the results of SEM analysis, suggesting the presence of transcendent motivation and absence of barriers as preconditions of high position. This pathway unites all solutions with absence of barriers. There are only two cases where transcendent motivation and the absence of barriers, taken alone, explain position (very low unique coverage score). Other configurations, that are more frequent, but which were logically reduced, included intrinsic motivation (18 cases) and extrinsic motivation (15 cases) (high raw coverage score). This pathway was consistent with information obtained during the interviews. The group of females that succeeded the company was sharing some similar traits: high intrinsic and transcendent motivation and absence of any kind of discriminating experience. This pathway can be labelled “no barriers”.

Table 42: Logical antecedents of pathway “no barriers”

EM	IM	TM	Barriers	Cases (N)
✔	✖	✔	✖	1
✖	✔	✔	✖	20
✔	✔	✔	✖	15
✖	✖	✔	✖	2

EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation
Source: own elaboration based on results of analysis

5.6.2. “Challengers”

The second pathway suggested the presence of transcendent motivation and intrinsic motivation as sufficient. Accordingly, the absence of barriers for this type is not a decisive factor. This means that high intrinsic and transcendent motivation can to some extent compensate the presence of barriers.

Synthesizing the interviews and some comments to questionnaire, women who had their companies in traditionally masculine areas, were taking as a challenge the need to overcome gender perception of employees, business partners and clients. For some Family Business Daughters, it was also a personal challenge to change the perception of their parents and to show their ability to work for the company and to lead it, even without family support. This is very consistent with Schröder and colleagues (2011), who concluded that Family Business Daughters who opt for staying in family business are more persistent and tough. This pathway can be labelled “challengers”.

Another way to explain this pathway is to suppose that a family business daughter, who is moved by intrinsic motivation, probably is a good professional in her area (by the definition of intrinsic motivation). In this case, she will have many professional opportunities outside the family firm. Although, she might be loyal to the company, having the transcendent motivation high, loyalty can be also a matter of fact of barriers she can tolerate. So another label, that can be put here is "professional".

Table 43: Logical antecedents of pathway "challengers"

EM	IM	TM	B	Cases (N)
✔	✔	✔	✔	2
✖	✔	✔	✖	20
✔	✔	✔	✖	15
✖	✔	✔	✔	8

EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation
Source: own elaboration based on results of analysis

5.6.3. "Rational"

The third pathway suggested that the presence of transcendent motivation and presence of extrinsic motivation as sufficient. This pathway was different from the previous two. Based on the understanding of the situation that was gained through the investigation, women who decided to come to the family business because of some rational considerations: reasonable workload, salary and easy entry can in the end achieve high positions in their companies.

Extrinsic motivation is often seen as a synonym of opportunistic behaviour. Text-book examples of work motivation consider extrinsic motivation separately from prosocial or altruistic motivation. In this sense, current findings represent an interesting contribution to the literature about family business daughters and can be interpreted in the following manner: taken together extrinsic and transcendent motivational tendencies, will explain why in some cases the next generation motivated extrinsically will have a tendency to free-ride, while in others – no.

Table 44: Logical antecedents of pathway "rational"

EM	IM	TM	B	Cases (N)
✔	✖	✔	✖	1
✔	✔	✔	✔	2
✔	✔	✔	✖	15
✔	✖	✔	✔	1

EM –Extrinsic motivation, IM – intrinsic motivation, TM – transcendent motivation
Source: own elaboration based on results of analysis

The third type of family business daughters represent the type of person, who is moved by motives other than the work itself (e.g. flexibility, easy entry), but who is identified and loyal to the organization and have no intention to shirk of free-ride. This pathway can be labelled “rational”.

5.7. Study 3 - conclusions

The goal of this chapter was to further explore the situation of family business daughters and to check the hypothesis formulated in chapter three. Given the limitations of data available, three analytical approaches were implemented: cluster analysis, SEM and QCA. Cluster analysis was an opportune approach and had explorative goals. On the other hand, by using SEM and QCA the intention was to test hypotheses and propositions. In this subchapter only a brief summary of conclusions is presented, because general conclusions, limitations, and directions for future research will be discussed in the next chapter.

QCA analytical method was used to complement SEM analysis. Two features of the QCA method were important in motivating the researcher to use it: QCA can be applied TO small samples and it is used to see the conjunctive effects of conditions. The results of QCA confirmed and amplified the results of SEM.

The pathway with highest consistency (almost all cases with this condition coincided in outcome) was identical to the result of SEM (presence of transcendent motivation and absence of barriers), and was labelled “no barriers”. The solution, based on a combination of only transcendent motivation and absence of barriers was not frequent. More often, transcendent motivation was coupled with extrinsic and intrinsic motivation.

Absence of barriers was not an indispensable factor: presence of intrinsic and transcendent motivation can compensate for absence of family support and even for some discriminative practices. The second pathway was labelled “challengers”, to refer to those family business daughters who took going against barriers as a challenge. The presence of transcendent motivation in this solution was important. These women were not only struggling for power or recognition by their family – the ultimate goal was helping the business grow.

Finally, the third pathway highlighted the combination of extrinsic and transcendent motivation. This pathway was labelled “rational” referring to those family business daughters who were planning their career rationally (looking for conciliation or entering after a university degree where they did not find a practical solution), and in the end obtained recognition from family and colleagues. Extrinsic motivation here was not a synonym of opportunistic behaviour – because transcendent motivation was also high.

In each pathway transcendent motivation played a compensatory role. Both extrinsic and intrinsic motivation have downsides: extrinsic motivation alone may lead to opportunistic behaviour; and intrinsic motivation alone may convert into self-pleasing behaviour. Having a high degree of transcendent motivation guarantees a good quality of motivation, protecting from the abovementioned behaviour.

QCA analysis allowed analysis of a variety of pathways that exist within the family business. Not all pathways are easy: but solving family injustice and other types of difficult situations attracts some women. Others, on the contrary, choose family business as way to have more privileges: flexibility, workload, salary and absence of entry barriers.

5.8. Study 3 - limitations

Apart from the benefits that set theory can provide to management research, it has a number of potential limitations that were acknowledged and that will be addressed in this section: complementarity with quantitative data, sensitivity to conditions, logical remainders and sensitivity to measures (Schenider & Wagemann, 2010).

5.8.1. Complementarity with quantitative data

The limitation of the QCA approach implemented here is that normally QCA is used as complementary to multiple case study, as a tool to quantify, simplify and summarize the qualitative findings (Schenider & Wagemann, 2010). Implementing this approach to data obtained in a survey limits, but only to some extent, researcher understanding of cases, ability to select cases and better analyse the truth table. Because the researcher did some interviews with family business daughters, she had some basic understanding of the situation of family business daughters, so this limitation is only partial.

5.8.2. Sensitivity to conditions

QCA analysis is sensitive to a particular set of factors that is considered by researcher. On the one hand, by adding or removing factors, the researcher can significantly affect the results of the analysis. On the other hand, the number of conditions should not be too big or too small.

Although, the selection of conditions was determined by exhaustive theoretical and empirical analysis, it is possible that some conditions were overlooked.

5.8.3. Sensitivity to sample

QCA examines conditions by comparing cases. Therefore, the composition of the sample plays as much importance as it plays in qualitative analysis. To further explore the robustness of the findings, additional analysis was implemented with respondent characteristics obtained by survey – level of education, number of years working in the family firm. Although in some cases this data was missing, it was possible to complete this analysis.

The analysis was methodically replicated for the part of the sample that worked for 10 years or more in the company and compared with those who worked for less than 10 years. Similarly, the part of the sample, who had completed at least master degree was compared with those who only had initial university education. The result was less sensitive to level of education (almost no difference) than to years of experience.

Specifically, those who worked more than 10 years in the company (43 case) yielded the unique solution based on the combination of transcendent motivation and intrinsic motivation (with raw coverage 0.86 and unique coverage 0.86; solution coverage 0.86 and solution consistency 0.91). Those who worked less than 10 years (20 cases) yielded three solutions, based on following conditions: (1) transcendent and intrinsic motivation and absence of extrinsic motivation (raw coverage 0.53 and unique coverage 0.31); (2) extrinsic motivation, absence of intrinsic motivation and barriers (raw coverage 0.16 and unique coverage 0.07); and, (3) transcendent and extrinsic motivation and absence of barriers (raw coverage 0.39 and unique coverage 0.18). The general fit was acceptable (solution coverage 0.80 and solution consistency 0.86).

Thus, the results were sensitive to work experience. It can be speculated that work motivation transform transforms with the years. A similar conclusion was drawn in the study of family business daughters' commitments by Otten-Pappas (2013).

5.8.4. Sensitivity to logical remainders

In the current study the number of possible combinations of conditions was 2^k, (where k is the number of conditions) equal to 16. Nevertheless, the number of empirical instances in the truth table was 9, two of which were not sufficiently consistent to be included in the analysis. Thus, the analysis was based on a relatively small number of configurations.

The high number of logical remainders can be a problem. However, for this particular research, the small number of configurations was attributed to consistency of configurations, rather than to the lack of data. In order to ensure the stability of results, an additional robustness check was performed, consisting of replication of analysis and imposing higher minimum threshold on consistency. The original threshold of 0.85 was increased to 0.9 in order to see if the results are sensitive to logical reminders. This replication yielded two sufficient configurations: (1) transcendent motivation and intrinsic motivation ("challengers") with very high raw coverage 0.85 and unique coverage 0.45; and, (2) transcendent motivation and extrinsic motivation ("rational") with intermediate raw coverage 0.42 and very low unique coverage 0.03. The general fit was acceptable (solution coverage 0.88 and solution consistency 0.87). The results suggest that the stability of configurations is acceptable and the role of transcendent motivation confirmed.

5.8.5. Sensitivity to measures

Another limitation of QCA is the fact that the process of calibration involves researcher subjective judgement when choosing conceptual thresholds of fuzzy sets. Although conditions for this research were calibrated according to well-established recommendations (e.g. Ragin, 2000, Schenider & Wagemann, 2010), and were based on existent knowledge, rather than data-driven, an additional robustness check was performed.

The thresholds for calibration of motivation were methodically changed to 0.7; 0.5; 0.3 and 0.8; 0.5; 03; whereas thresholds for barriers were changed to: 0.8; 0.6; 0.4 – without significant alteration of results. Finally, position was also changed to leave 0.5 fully out; and 1 - fully in. Surprisingly, this manipulation also produced no change in the result. Thus, collective results from robustness checks suggest that the stability of the results is acceptable for an exploratory study.

CHAPTER 6

DISCUSSION AND CONCLUSIONS

SUMMARY

6.1. Summary and findings

This dissertation addresses the problem of gender imparity in high-level management positions of family businesses. While in general the area of gender studies within the family business is one of the most important and the most dynamic (due to social changes and the increasing incorporation of females in all public spheres), still, little is known about factors that contribute to the differences in the position of family business daughters.

Previous research was mainly taking family business daughters as a homogeneous group and was primarily looking at barriers to female underrepresentation (Jimenez, 2006). However, a more recent quantitative research study increasingly questions previous findings that imply that discriminative practices, although still possibly existant in some companies, statistically do not explain a huge gap that exists between genders (e.g. Pascual Garcia, 2012).

The general objective of this work was to view women in family business more holistically by linking motivation, barriers to leadership and position to the context of family business. While searching for a research framework, it was decided to choose an organizational theory, one that would bring together motivation and the organizational context.

This dissertation starts with the Agency versus Stewardship Theory debate within the family business context. Through both a literature review and a synthesis of literature on this topic, it was shown that Agency Theory has deficiencies in modelling motivation of the next generation in the family firm context. Stewardship theory, although a more promising research framework, also had limited capacity in explaining complex relationships specific to the family firm context. Because several authors have already proposed to link both theories in the family business context (e.g. Chrisman et al., 2007a,b; Madison, 2014), this direction was seen as tempting.

The Theory of Pérez López models relationships under hierarchy in a broader way than both theories taken together. Specifically, the basic assumptions of Agency Theory and Stewardship Theory are unified under the Theory of Pérez López, in a way that could resolve deficiencies of both theories without creating too much complexity. Therefore, it was decided to test the assumptions of the theory of Pérez López in the case of family business daughters. The main research question of the study was:

Can the opposing assumptions of Agency Theory and Stewardship Theory be effectively integrated within family firms (a) in order to explain different positions that family business daughters occupy in family business (b)?

While the first part of this hybrid question was answered by founding a conceptual framework, which integrates the assumptions of both theories, the second part of the question implied undertaking an empirical investigation, consisting of several steps. Due to specific research problems that were discussed in the methodology chapter, there was a need to answer the following sequence of sub-questions:

1. What can be learnt about motivation of the family business daughters by contrasting cases?
2. What factors explain the position of the family business daughters?
3. How are the family business daughters in a high-level management position different?

Mixed methods and a pragmatic paradigm were employed for this research. Because the research questions were dependent, it was logical to use a sequential design of studies with equal priority. Each chapter developed a separate study, with a separate paradigm, and findings at each stage informed the following step, with results being mixed at the stage of analysis, when conclusions were drawn. Each chapter was designed to answer one of the three sub-questions. All stages of research, including planning, design, and data collection and data analysis followed established methodology (e.g. Tashakkori & Teddlie, 2003; Crestwell & Plano Clark, 2007, 2011; Greene, 1989)

6.1.1. What can be learnt about motivation of the family business daughters by contrasting cases?

The goals of the first chapter were two-fold: (1) to develop theory on family business daughters and, (2) to develop specific instruments in order to facilitate generalization of the findings.

Specifically, the following problems were intended to be answered: (1a) no systematic research has been done to link motivation of family business daughters and their perception of barriers to their context: their role and position in the company, antecedents of entering the company or personal situation; (1b) the assumptions of the theory of Pérez López have never been applied either to the context of family business, nor to the case of the next generation (2a) there is no specific tool to measure quantitatively career motivation based on three types of motivation:

extrinsic, intrinsic, transcendent; (2b) there is no specific tool that measures perception of barriers within the family business context.

Case study was chosen as method and the researcher was following best-practice recommendations (e.g. Yin 2003; Eisenhardt, 1989b) when designing, collecting data, conducting research and analysing results. Literal and theoretic replication logic provided the following results concerning the applicability of the chosen framework:

1. The motivation of family business daughters can be studied by the proposed framework, consisting of extrinsic, intrinsic and transcendent motivation.
2. Family business daughters differ in their extrinsic, intrinsic and transcendent motivation depending on the position they occupy in family business.

The following results were obtained in regards to gender barriers:

Family business daughters varied on the conception of barriers and gender discrimination, depending on their position. Those who left the family company perceived barriers to be higher. The topic of conciliation was an issue that was brought to the table by all types of family business daughters.
The same factors (e.g. pressure from parents, sense of achievement, flexibility), but in different combination can encourage or discourage working in the family business.

The following results were obtained in regards to scale development:

1. The scale of motivation and barriers was adjusted in accordance with the interviews

further research with a larger sample was needed to confirm and specify these preliminary results.

6.1.2. What factors explain the position of the family business daughters?

The aim of the second study was to quantify the findings of the first study and to discover whether the results of the first study could be generalized. The second study hypothesized direct causal relationships, observing how independent variables, motivation and barriers, affect position.

Scale. The process of research design, data collection and data analysis for scale development was following well-established recommendations of good practice (Churchill, 1979; DeVellis, 1991, 2003, 2011; Hair et al., 1998; Hair, 2010; Hu & Bentler, 1998; Byrne, 2013).

Items for scale to measure motivation and barriers were generated from literature before conducting the qualitative study and were tested and refined during the interviews. Thus, “mixing” occurred at the stage of data collection and allowed an increase in content validity through deductive and inductive stages.

Survey data was collected among family business daughters in Spain and then exploratory factor analysis and confirmatory factor analysis were applied to establish convergent and discriminative validity, reliability and unidimensionality. The fit was acceptable for an exploratory study and 12 items for motivation and 3 items for barriers were established.

The analysis of descriptive statistics allowed drawing preliminary conclusions:

1. The punctuation of extrinsic motivation was lower (mean 2.90 on five-point scale) than that of intrinsic and transcendent motivation (mean 3.93 and 4.01 on five-point scale).
2. Barriers had low scoring (mean 2.25 on five-point scale). Only two persons (out of 66) assessed their perception of barriers of higher than 4 and only 10 persons reported a score above 3.

The following results were obtained in regards to scale development:

1. A scale to measure motivation of family business daughters, consisting of 12 items, was validated.
2. A scale to measure perceived barriers to leadership of family business daughters, consisting of 3 items, was validated.
3. Obtained results in scale development permitted conducting the following research step.

Testing direct causal effects. Two-step cluster analysis was used to further explore data. Two clusters were found, formed by position, transcendent motivation and barriers. Intrinsic and extrinsic motivation were not statistically different between two clusters. The results of cluster analysis suggested:

1. Individually, transcendent motivation and barriers have the highest impact on the position of family business daughters.

Structural equation methods were used to further explore cause-effect link between motivation, barriers and position in accordance with the model proposed in the methodology chapter. The fit of the original model was not optimal, so the improved model was proposed based on Wald test and Lagrange test. The following results were obtained:

1. The relationships between extrinsic motivation, on the one hand; and, barriers and position, on the other hand, were not robust; hypotheses 1 and 2 were rejected.
2. In the improved model hypothesis 3 was partly confirmed. The relationship between intrinsic motivation and barriers was negative and almost robust (t-value was almost meeting the criteria). Hypothesis 4 was rejected: the relation between intrinsic motivation and position was not robust.
3. Hypotheses 5-6 confirmed: transcendent motivation was negatively related to barriers and positively related to position.
4. Hypothesis 7 confirmed: barriers were negatively related to position.

In sum, the results of SEM were consistent with results of cluster analysis: there was a positive cause-effect relationship between transcendent motivation and position, signifying that family business daughters who are motivated transcendently with time possibly play a more indispensable role in the company, gaining the respect of family and non-family employees, clients and business partners – being promoted as a result.

There was a negative cause-effect relationship between barriers and position, signifying that the career progression of those who face an increased number of barriers becomes complicated. This might imply maintaining a distance between family business and career, limiting professional presence to punctual professional tasks.

Also, there was a negative cause-effect relationship between transcendent motivation and barriers, meaning that there could be a double effect of transcendent motivation: a positive effect of work motivation and growing professionalism may decrease the negative predisposition of others or those motivated transcendently might be able to manage the emotions of others in a mutually beneficial way.

Collectively, the results of the second study can be summarized in the following manner:

1. The position of A family business daughter is higher when: (1) she has high transcendent motivation; and, (2) low perception of barriers.
2. The decreased perception of barriers coincides with: (1) increased transcendent motivation; and (2) increased intrinsic motivation (this link should be the subject of future research).

It should be noted that these results revealed only individual cause-effect relationships in relation to separate factors. However, the assumption of the theory of Pérez López is that that all three types of motivation; extrinsic, intrinsic and transcendent; should all be aligned to result in strong motivation in a leader. Traditional quantitative methods do not allow the study of combined effects of factors on outcome, and so there was a need for further investigation.

6.1.3. How are the family business daughters in a high-level management position different?

The assumption of the chosen framework anticipates the alignment of extrinsic, intrinsic and transcendent motivation, necessary for a strong motivation in a leader. While traditional quantitative data analysis does not allow the testing of the combined effects of factors, some techniques do provide this possibility. Respectively, the set theoretic methods were applied to the problem, by conducting qualitative comparative analysis (QCA).

QCA design and analysis followed the well-established recommendations of good practice established by Ragin (2007, 2008), Schneider and Wagemann (2010, 2012), Fiss, (2007, 2011).

Testing for combined causal effects. The results of testing for the combined effects of motivation and barriers to position, by case-by-case comparison of data, suggested that there are three sufficient configurations that collectively suggest that:

1. Transcendent motivation is a necessary, but not sufficient, condition for high position
2. Extrinsic and intrinsic motivation can be either present or irrelevant for high position
3. Barriers can be either absent or irrelevant for high position

In general, the results suggested that there is no predetermination to how the family business daughters should be motivated in order to achieve high position in the firm. Additionally, the findings suggest that depending on how different types of motivation are configured, the absence of barriers may be relevant or irrelevant.

While neither of the final configurations directly illustrated the theory of Pérez López, one of the paths with a higher number of cases (15 cases out of 66) appeared at the stage of data analysis in truth table that was conceptually identical to the expected result:

1. The alignment of extrinsic, intrinsic and transcendent motivation, with absence of barriers, explained 15 cases with high consistency (0.92).

However, this path was only a super-set and was logically reduced. In terms of QCA vocabulary this means that the alignment of three types of motivations is a necessary, but not sufficient condition. In real life this mean that all three types of motivation and high position can appear together with a high degree of probability, but having at least transcendent motivation combined with either intrinsic or extrinsic motivation is sufficient that the chance to occupy a high position increase.

Collectively, the results of QCA analysis allowed for the inference that the assumptions of the theory of Pérez López can explain the position of family business daughters in family firms – which was the research objective of this work.

Typology of family business daughters. Creating a typology of family business daughters was a way to mark the difference between configurations and to generalize the knowledge obtained throughout the research project. As a result of analysis, three types of family business daughters were labelled: “no barriers”, “challengers” and “rational”.

The first configuration, “*no barriers,*” was consistent throughout all stages of the research. In Study 1, interviewees who succeeded the family firm, reported higher transcendent motivation reflected in three areas: employee development, better environment and business development. They suggested that being strict and exigent with employees, clients, partners, family and oneself – means mutual assistance and providing a better product or service in the long-run.

On the other hand, daughters-successors were uniform in that barriers and discrimination have never been an issue of labour relations for them.

Further, the results of study 2 were conceptually similar. Taken individually, high transcendent motivation and low score on barriers coincided with high position in the family firm.

While ethics in business is a topic that is gaining ground, ethics in family business was already under scope for more than a decade (Adams et al., 1996). In the family business context, transcendent motivation could also reflect the extent of family business values, or a high-level of ethics, allowing those who move by transcendent motivation to play an indispensable role in the company.

According to the Pérez López Theory, encouraging subordinates to behave in a prosocial way through leading by example is one of the indispensable functions of a leader (Pérez López, 1997, p. 47-49; Pérez López, 1990, p. 15; Ferreiro & Alcázar, 2012, p. 99-102). Accordingly, “the authority is the ability of a leader to bring forward transcendent motivations of his subordinates. “Authority” is based on free acceptance and is granted by followers as a sign of respect for the quality of leadership" (Pérez López, 1990, p.16). Accordingly, the authority is related to the motivational quality of a leader, which in turn depends on the capacity to be moved by transcendent motivation (Muñoz, 2014).

For this research, the role of transcendent motivation was seen as an additional component that enriches intrinsic and extrinsic motivation. Thus, the role of transcendent motivation is not only direct, as was revealed by Study 2, but also indirect and synergetic, as is revealed by second and third configuration of qualitative comparative analysis (QCA). This practically confirms the ideas of Pérez López in regards to the relationship between transcendent motivation and authority, in being naturally perceived as a leader.

The second configuration, "*challengers*", suggested that the role of absence of barriers is not a decisive factor. This was consistent with other literature (e.g. Schröder et al., 2011) and with qualitative findings in Study 1, in that family business daughters who opt to stay in the company are more persistent and tough and sometimes enter the family business with or without family support, because of professional interest and challenge.

What kind of leader can a family business daughter of this type be? The combination of intrinsic and transcendent motivation recalls the term "enriched transformational leader" (Cardona & Rey, 2008). If "transformational leaders engage their followers in a relationship of professional influence, where subordinates are interested in not only salary and benefits, but also in the job as such: the challenge it offers, the learning they obtain and the overall appeal", then the "enriched transformational leader" will "stretch their influence on the satisfaction of the needs of other groups involved: family, partners, clients, employees" (Cardona & Rey, 2008). In order to be this kind of leader, a person should first internalize these values, being an example to subordinates (e.g. Pérez López, 1990, p. 15).

A family firm is argued to be a kind of business in which the next generation (so long as they are subject to certain favouring conditions) internalize the values of family and the values of making business very early in life. Family business daughters might be naturally internalizing family values and transmitting these values further on to employees, gaining their respect as leaders.

The third configuration, "*rational*", reveals that in some cases intrinsic motivation can also be irrelevant. Those who enter motivated by rational considerations: reasonable workload, salary, easy entry, also achieve high position in the long-run.

What kind of leader could a “rational” family business daughter be? Being motivated by a combination of extrinsic and transcendent motivation, she could be comfortable using incentives and control systems, but not for egocentric outcomes – rather for goals of serving others. This type will be probably less charismatic, non-conformist or visionary, than the second type, “challengers” in the terminology of this research, but will be more rational, more risk averse, and will have less “surprises” in the company due to their high level of control.

All three types of leaders found in this study will be committed to stakeholders of the company, and primarily the family. They will also try to induce similar commitment in their subordinates, promoting a similar spirit to the rest of the company, gaining respect of subordinates by acting consistently with their values and those of the company.

In sum, the three configurations marked three archetypes of family business daughters in high-level positions. Having a diversity of pathways implied a diversity of situations within the same context. It also implied that same problems can be managed differently by different people and that the ability of managing relationships in a mutually beneficial way is an important leadership tool.

6.2. Theoretical implications

To the knowledge of the researcher, this is a novel application of the organizational theory of Pérez López to the context of family business. However, as was demonstrated in the literature review chapter, this theory is a promising substitute for agency and stewardship theories within the family business context.

On the one hand, the theory does not deny the importance of extrinsic rewards in an organization, accepting control and remuneration as valuable managerial tools. However, the theory suggests that the motivation of an acting person: a manager, an owner, an employee, should not be limited to extrinsic motivation, as is suggested by agency theory; nor should it be limited to intrinsic motivation, as is suggested by stewardship theory, but, apart from that, should contain at least some extent of transcendent motivation (Pérez López, 1991).

The theory of Pérez López makes easy the integration of ethics in the theory of organization (Argandoña, 2008), because it does what Stewardship Theory fails to do; separate intrinsic motivation from altruistic motivation. Stewardship Theory, for a long time being the only alternative to Agency Theory, at the time changed some of concepts slightly, “creating several uses of the concept of steward that depart from original idea” (Kellermans & Hoy, 2016). As was mentioned, in many formulations intrinsic motives include “prosocial” intrinsic preferences (Rosanas, 2008; Bastons et al., 2016), while other authors separate these motivations.

In a family firm, the role altruism and family values play an important role (Adams et al., 1996). In this sense, the theory of Pérez López could be a better framework to model relationships within the family firm, the relationships that are affected by extrinsic, intrinsic and altruistic conditions. This research showed that modelling ethical motivation in the conceptual framework of the Pérez López Theory is intuitive and that the role of this motivation has probably been underestimated to date, especially within the family business context.

Additionally, both Agency and Stewardship Theory suffer from being static. According to Stewardship Theory, when trying to model the relationship between father and son, if the father acts altruistically and son free rides, then their relationship would move to agentic scheme. In the theory of Pérez López, the concept of learning is more complex and takes two forms: operational learning and evaluative learning. Thus, the result of an action is evaluated from several perspectives (see first chapter). In the same situation, the father might evaluate whether he was using an appropriate form of parental altruism (for types of parental altruism see Lubatkin et al., 2007); or, whether altruism was a good goal at a particular stage of development of his son or whether he communicated his intentions to his son well, etc. After some reflection, the father might change his behaviour, but may not necessarily choose to become an agent (feeling betrayed by his son).

It was of out of scope of this work to consider relationships between organizational structure, employee behaviour and company performance. In this research only the assumptions of three theories were considered. It was argued that the source of deficiencies of Agency and Stewardship Theories is found in corresponding basic assumptions – the motivation of agent and change (or learning of agent) that is produced through interaction with another agent.

It was shown that the scope of both Agency Theory and Stewardship Theory are too narrow to explain the complex relationships between family members and non-family members as well as among family members. Empirical evidence showed that these relationships require a theory that will merge together control and transparency and a professionally stimulating environment and will introduce ethical component. All these requirements are met by the theory of Pérez López.

Limitations apart, the research provided solid ground for further application of the theory to the context of family business.

6.3. Managerial implications

Educators and governments seem to be promoting gender equality in high management positions, as it is associated with higher level of innovation, more advanced social responsibility and other benefits; still, the situation is not in favour of women. This work adds knowledge about women's motivation and their situation in family business.

Career advancement. The research showed there are specific archetypes of family business daughters who achieved high-level management position. Given that family business daughters represent a valuable human resource for family companies, these results can be used by the family companies' representatives, incumbents and alike, who are interested in attracting and retaining the next generation of talent in the company.

Additionally, these results can be used in a variety of educational ways for programs or coaching of family business daughters in different situations. Archetypes or types of family business daughters can be also seen as pathways for career development within the specific context of a family firm. Practitioners may find it useful to enrich educational programs with concepts derived from the theory of Pérez López.

Leadership. This work did not directly study the topic of leadership, however, the insights obtained by this study can contribute to the discussion of gender leadership.

Thus, conceptualization of A "female" leadership style (Eagly et al.,2003; Hare et al, 1997; Appelbaum et al., 2003) has been done. Studies provide evidence that women use effective leadership styles of transformational leadership behaviour and contingent reward slightly more often than men (Eagly et al. 2003; Gartzia and van Engen 2012; Hernandez Bark et al. 2014; López-Zafra et al. 2012; Vinkenburg et al. 2011). Transformational leadership behaviour is more congruent with the female gender role and thereby provides women with an opportunity to reduce the incongruence between the leadership role and their gender role. There could be some links between transcendent motivation and transformational leadership.

Career choice. Making important life decisions, a person is usually motivated by a variety of psychological, social and economic factors that mutually reinforce or distort the final decision. The implications of this work can be used for orientation purposes FOR young next generation who are about to make their career choices.

6.4. Methodological implications

Presently, quantitative methods are becoming dominant analytical tools in family business research based on the relative frequency of appearance of quantitative articles in leading scientific journals (Hair & Sarstedt, 2014). Some authors even claim that publishing scientific papers in the area of family firms might be difficult without the usage of quantitative methods of research (Hair & Sarstedt, 2014).

In this research, the database related to family business daughter succession consisted of 28 articles, 2 doctorate dissertations, 1 book and 1 book chapter. All these data sources were found by searching available academic databases by key word and using references in these articles to find other sources.

The following methodological distribution of methodology characterizes this research database:

- 72 % of sources relied on qualitative methods, and a majority of sources were based on case study research with less than 10 units of analysis (e.g. total number of interviews in case study)
- 13 % of sources used quantitative techniques
- 15 % used other methodology: mixed, conceptual, etc.

Family Business Review is the journal dedicated to family business with the highest impact factor. Fifty-three per cent of qualitative articles were published in Family Business Review, and seventy-five per cent of quantitative articles.

It can be inferred that in the area of family business daughters' research, qualitative methods are the predominant method for data collection and analysis. However, these methods have limitations. It is safe to state that this area would have gained by introducing a more balanced methodological distribution.

Due to the nature of this study, mixing methods was justified and provided complex and, at the same time, generalizable conclusions. Using the pragmatic paradigm or worldview and choosing methods of research in accordance with the objective of the work might in general be helpful in other areas of family business research, and specifically, those that are exploring the next generation perspective.

The main limitation of qualitative methods is a low generalizability of results. The use of quantitative and mixed methods of data analysis could help to overcome this limitation. The complementary mix of methods provided a strong base for analysis and drawing conclusions.

Further, to the knowledge of the researcher it was the first time that set theoretical methods (Qualitative Comparative Analysis or QCA) were applied to solve the problem of family business daughters. This method proved to be useful in being complementary to traditional quantitative and qualitative research tools.

6.5. Contributions

The main contribution this research makes is the understanding of the next generation´s perspective and, specifically, of the family business daughter´s perspective. This contribution has several facets:

1. To date, the research on family business daughters had never systematically explored both the role of barriers and the role of motivation and how these factors affect the position of family business daughters. Under certain limitations, the research demonstrated that for family business daughters the following is true: motivational structure, barriers and position are interrelated.
2. The research provides useful insights into the experiences of family business daughters by articulating a valid typology of family business daughters who occupy high-level management position in family firm. A typology of family business daughters was proposed that could be used for theory building purposes (e.g. Doty & Glick, 1994). As a result of multi-step mixed analysis, this typology is based not only on specific variables (e.g. motivation, barriers and position), but also on the general knowledge obtained through research.
3. A spin-off of the research consisted of the development and validation of two new scales: (a) a motivation scale based on the theory of Pérez López, adapted to the specific context of family business; and, (b) perception of barriers, specific to family business

The research also contributes to the stream of literature that explores the effects and predictions of organizational theories within the family business context. The theory of Pérez López was applied for the first time to the context of family business. Because the application was successful, it can be speculated that drawing on this theory to explain other deficiencies in mainstream theories may provide fruitful results.

6.6. Limitations and future research

Despite of significant findings, there are several limitations at each step of research. While a more detailed review of limitations is presented at the end of each empirical chapter, the reader can find a brief summary here.

For the first study, despite the fact that the researcher was following the best practice recommendations of established authors, methodological limitations resulted in limited generalizability of results. Further, the case study design could have been enhanced through triangulation of data obtained from different sources. Thus, interviews could have been organized not only with family business daughters, but also with their brothers or sisters, or parents. However, the increasing amount of information would probably have prevented the researcher from concentrating deeply on each case.

For the second study, the sample size and representativity were main points of concern. The former issue created the biggest challenges for the researcher, limiting her from the ability to draw confident conclusions. Further, in terms of sampling, while convenience sampling is a common practice in organizational studies, it may still be limited in its power of representativeness (Bryman & Bell, 2007). As was mentioned, this sample was a convenient sample that was skewed toward older companies for the purposes of the research. This fact made the comparison with other samples (such as that of the IEF (Casillas Bueno et al., 2016)) difficult.

The next limitation is measurement reliability. Measurement tools were developed specifically for this research. However, there are several concerns with regards to how these scales were developed. In general, the scale requires further research to examine its relationship to existing instruments and related constructs. In future, the scale may be tested on more general samples e.g. females with family business background employed outside the family business or a mixed gender sample employed in family business. Finally, this investigation was undertaken on a national sample and its application to an international sample will probably require some adaptations.

The role of cluster analysis implemented here was supportive. Several steps in the preparation of cluster analysis were skipped, such as treating outliers, the calibration of variables if there is different scaling among variables (e.g. convert into Z scores), and problem of multicollinearity was not explored.

The limitation of Structural Equation Modelling (SEM) was a small sample. The sample did not comply with the strictest criteria, e.g. that of Bentler (1989), who suggested 5:1 ratio of sample size to free parameters. This study hypothesized the direct effect relationships only as an intermediate step. Given that the study complies with less strict recommendations about the minimum sample size than can be found in literature ("rule of 10 observations per variable" Nunnaly, 1967), it is suggested viewing the results with much caution, considering them as explorative.

Qualitative Comparative Analysis (QCA) had also several limitations. First of all, QCA is more complementary with qualitative data than with quantitative. Second, some sensitivity to the sample was found. Finally, there was a relatively high number of logical reminders.

The study only considered family business daughters, leaving the possibility of gender comparison outside the scope. The rationale for this decision was that within gender there is sufficient variability.

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APPENDIXES

Appendix 1: Sources for item development – extrinsic motivation

Area	Var.	**Question:** Compared to other possible employment available to me, what are the benefits of working in family firm	Sources of items
WORK-LIFE BALANCE	ME1	Opportunity to have a **reasonable workload**	New items, based on articles: Rosenblatt, et al., 1985 Cory, 1990 Jaffe, 1990 Cole 1997 Stavrou, 1998 Dumas 1998 Lee et al., 2003 Vera & Dean, 2005 Verbeke & Kano, 2010 Overbeke et al., 2013
	ME2	Opportunity to **have more time for my family (or other**)	
	ME3	Opportunity to have **flexible schedule**	
RESPECT	ME4	Opportunity to be **approved**	
	ME5	Opportunity to be **respected**	
EASY CAREER	ME6	Opportunity to work with easier and **familiar practices**	
	ME7	Opportunity **to improve my career profile**	
	ME8	Opportunity to be **promoted faster**	
	ME9	Opportunity to **enter the job I wanted without formal barriers (without competing for it)**	
MONETARY	ME10	Opportunity to have **competitive income**	
	ME11	Opportunity **to gain a certain standard of living**	**Items adapted from:** The Motivation at Work Scale (MAWS) Gagné et al., 2010. Extrinsic motivation
	ME12	Opportunity to work **for the paycheck**	
	ME13	Opportunity to make a lot of money	

Source: own elaboration

Appendix 2: Sources for item development – intrinsic motivation

Area	Var.	**Question:** Compared to other possible employment available to me, working in family firm I am experiencing:	Sources of items
INTEREST	MI14	Opportunity to do **challenging tasks**	New items, based on articles: Farhi, 1990, Jaffe, 1990 Handler, 1992, Goldberg & Wooldridge, 1993, Eckrich, 1993, Sharma, 1997 Stavrou, 1998, Venter et al., 2005, Stavrou et al., 2005,
	MI15	Opportunity **to be independent** at work	
	MI16	Opportunity to do **interesting tasks**	
PROFESSIONAL LEARNING	MI17	Opportunity **to align my career interests**	
	MI18	Opportunity **to have a good mentoring**	
	MI19	Opportunity **to develop professionally**	
	MI20	Opportunity to work with products, markets or strategies which are **professionally interesting** to me	
ENJOYMENT	MI21	Opportunity to enjoy the **working atmosphere**	
	MI22	Opportunity to take the **moments of pleasure**	Items adapted from: The Motivation at Work Scale (MAWS) Gagné et al., 2010. Intrinsic motivation
	MI23	Opportunity to have **fun working**	
	MI24	Opportunity to **do the work that I enjoy**	

Source: own elaboration

Appendix 3: Sources for item development – transcendent motivation

Area	Var.	**Question:** Compared to other possible employment available to me, what are the benefits of working in family firm:	Sources of items
BUSINESS CONTRIBUTION	MT25	Opportunity to improve **employee well-being**	New items, based on articles: Stavrou, 1998 Dumas 1998 Vera & Dean, 2005
	MT26	Opportunity to **improve the business**	
	MT27	Opportunity to improve **product or service**	
	MT28	Opportunity to **improve relationships with partners**	
FAMILY CONTRIBUTION	MT29	Opportunity to **help family**	
	MT30	Opportunity to work for family	
	MT31	Opportunity to continue **family tradition**	
	MT32	Opportunity to influence the **future of the business**	
SOCIAL CONTRIBUTION	MT33	Opportunity to **provide benefit** to others	Items adapted from: Grant, 2008 Prosocial motivation
	MT34	Opportunity to **help others** through my work	
	MT35	Opportunity to **make a positive impact** on others	
	MT36	Opportunity to **do good for others** through my work	

Source: own elaboration

Appendix 4: Retained items for motivation and sources

Var.	Compared to other possible employment available to me, what are the benefits of working in family firm	Sources of items
Extrinsic motivation		
MI1	Opportunity to have a **reasonable workload**	Rosenblatt, et al., 1985, Cory, 1990, Jaffe, 1990, Cole 1997, Stavrou, 1998, Dumas 1998 ,Lee et al., 2003, Vera & Dean, 2005, Verbeke & Kano, 2010, Overbeke et al., 2013
ME3	Opportunity to have **flexible schedule**	
ME5	Opportunity to be **respected**	
ME8	Opportunity to be **promoted faster**	
ME10	Opportunity to have **competitive income**	
ME11	Opportunity to **gain a certain standard** of living	**Adapted from** MAWS Gagné et al., 2010
Intrinsic motivation		
MI1	Opportunity to do **challenging tasks**	New items, based on articles: Farhi, 1990, Jaffe, 1990, Handler, 1992, Goldberg & Wooldridge, 1993, Eckrich, 1993, Sharma, 1997, Stavrou, 1998, Venter et al., 2005, Stavrou et al., 2005,
MI2	Opportunity **to be independent** at work	
MI3	Opportunity to do **interesting tasks**	
MI4	Opportunity **to align my career interests**	
MI6	Opportunity **to develop professionally**	
MI8	Opportunity **to enjoy the working atmosphere**	
MI11	Opportunity **to do the work that I enjoy**	**Adapted from** MAWS, Gagné et al., 2010.
Transcendent Motivation		
MT1	Opportunity to mentor **employee**	New items, based on articles: Stavrou, 1998 Dumas 1998 Vera & Dean, 2005
MT2	Opportunity to **improve the business**	
MT5	Opportunity to **help family**	
MT6	Opportunity to **work for family**	
MT7	Opportunity to continue **family tradition**	
MT8	Opportunity to influence the **future of the business**	
MT9	Opportunity to **provide benefit** to others	Adapted from Grant, 2008

Appendix 5: Example of online questionnaire in Google Forms

Appendix 6: Example of online questionnaire in Survey Monkey

Appendix 7: Summary of comments

It is a challenge to be a woman in a firm in metallurgy sector, because it is traditionally a men´s world [Middle-level manager]

It is a non-profit foundation; it is not a main dedication of any family member and does not generate benefits. Many options of the questionnaire do not correspond to the model of this institution. But I was not able to leave then in blank [Professional]

It is difficult for a woman [Middle-level manager]

The questionnaire is too heavy [Professional]

Thank you [High-level manager]

The options do not resonate with my experience [Middle-level manager]

Very interesting [High-level manager]

The topic is interesting. My brother has three daughters, who do not want to continue the company. Probably they want to start in other companies and later will have more interest in the family one… [Professional]

We do not have brothers, and this could have affect [Middle-level manager]

With the time, your experience is what matters! [High-level manager]

My mother was always a role model for me; she helped working both within and outside the company [Middle-level manager]

In our company there are too many family members – is chaotic. Formally nor informally, no one has control and knows anything. No one accounts for your effort. For a woman it is difficult to work this way: you cannot compete with your brothers objectively. I think the things will get even worse. [Professional]

I would work in this company even if it were not a family company [Middle-level manager]

I like the work I am doing – I never wanted to head the company [Middle-level manager]

Appendix 8: Survey introduction and content

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Facultad de Ciencias Económicas y Sociales
uic barcelona

Informed consent

PROFESSIONAL MOTIVATION OF WOMEN IN FAMILY FIRMS

You are being invited to participate in a research study about career motivation of women entering family firms. This study is conducted by Anna Akhmedova, a doctoral student at Universitat Internacional de Catalunya (UIC). The study is being conducted as a part of doctoral research.

The aim of the research is to understand career aspirations of women in order to help family businesses to better attract and retain human capital. The research will be conducted in a variety of family firms throughout Spain. The survey will be given to female descendants of founders of companies.

All information you supply during the research will be held in confidence and, unless you specifically indicate your consent, your name will not appear in any report or publication of the research. No one will be able to identify you or your answers, and no one will know whether or not you participated in the study. Should the data be published, no individual information will be disclosed. Confidentiality will be provided to the fullest extent possible.

If you have any questions about the study, please contact Anna Akhmedova at a.akhmedova@uic.es

Date and signiture

I

1. How many generations were working in the company?

____

2. How many family members are involved in the firm?

____

3. What is the size of the firm (Number of employees)?

____

II

4*. Please indicate if you faced the following situations:

Questions:		Never						Very often
Q4.1	Sons a priori had more ability to influence strategic decisions	1	2	3	4	5	6	7
Q4.2	I was forced into position where I could not participate in strategic decisions	1	2	3	4	5	6	7
Q4.3	Family undervalued my ability to assume leadership position	1	2	3	4	5	6	7
Q4.4	My social connections were not professionally helpful	1	2	3	4	5	6	7
Q4.5	My career stuck due to lack of education	1	2	3	4	5	6	7
Q4.6	I did not have role models to develop my leadership style	1	2	3	4	5	6	7
Q4.7	I had problems with work and family conciliation	1	2	3	4	5	6	7
Q4.8	It was difficult to advance because men prevailed in the hierarchy of the company	1	2	3	4	5	6	7
Q4.9	Had doubts in my professional abilities	1	2	3	4	5	6	7
Q4.10	Had doubts in my leadership abilities	1	2	3	4	5	6	7
Q4.11	Family did not support me	1	2	3	4	5	6	7
Q4.12	Needed to prioritize other areas	1	2	3	4	5	6	7

III

5*. Please indicate to what extent you agree with the following affirmations:

For me, working in family business is an opportunity to… :

Questions:		**Strongly disagree**						**Strongly agree**
5.1	... gain a certain standard of living	1	2	3	4	5	6	7
5.2	... do the work that I enjoy	1	2	3	4	5	6	7
5.3	... do challenging tasks	1	2	3	4	5	6	7
5.4	... continue family tradition	1	2	3	4	5	6	7
5.5	... do interesting tasks	1	2	3	4	5	6	7
5.6	... **help employees** to grow personally and professionally	1	2	3	4	5	6	7
5.7	... do interesting tasks	1	2	3	4	5	6	7
5.8	... have competitive income	1	2	3	4	5	6	7
5.9	... enter the job I wanted **without formal barriers** (without competing for it)	1	2	3	4	5	6	7
5.10	... develop professionally	1	2	3	4	5	6	7
5.11	... work for family	1	2	3	4	5	6	7
5.12	... enjoy the working atmosphere	1	2	3	4	5	6	7
5.13	... be independent at work	1	2	3	4	5	6	7
5.14	... help family	1	2	3	4	5	6	7
5.15	... be promoted faster	1	2	3	4	5	6	7
5.16	... be respected	1	2	3	4	5	6	7
5.17	... influence the future of the business	1	2	3	4	5	6	7
5.18	... have flexible schedule	1	2	3	4	5	6	7
5.19	... provide benefit to others	1	2	3	4	5	6	7
5.20	... have a reasonable workload	1	2	3	4	5	6	7
5.21	... improve the business	1	2	3	4	5	6	7

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IV

6. Please indicate, what is your level of education

- ☐ School level
- ☐ Bachelor
- ☐ Master
- ☐ Master MBA
- ☐ PhD

7. Please indicate how many years you were working in the family company

- ☐ Less than 1 year
- ☐ Between 1 year and 2 years
- ☐ Between 2 years and 5 years
- ☐ Between 5 years and 10 years
- ☐ Between 10 years and 20 years
- ☐ More than 20 years

8. Please indicate as precisely as possible your job title(s)

____

9*. Please indicate your relative position in the company

- ☐ Entry level or internship
- ☐ Professional (lawyer, accountant, computer scientist and etc.)
- ☐ Middle manager, in charge of one department, one product and/or several employees
- ☐ High-level manager, in charge of the whole business

10*. Please indicate the name of the company?

____

11. You can leave a comment

____

Questions marked with (*) are obligatory