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Master's Thesis of International Studies

**Gender and Family Business:
Challenges of being a Female Successor in
Vientiane Capital of Laos and
Udon Thani of Thailand**

성별 및 가족사업:
라오스의 수도 비엔티안과 태국의 우돈타니에서
여성 상속인이 되기 위한 도전

August 2022

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Gender and Family Business:
Challenges of being a Female Successor in Vientiane
Capital of Laos and Udon Thani of Thailand

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Abstract

Laos and Thailand share various similarities in terms of culture; both countries possess art, food, music, dance, ritual and practices that are almost identical; one particular area that shows our resemblance is the fact that we have many families that are from Chinese descendants, therefore, it's quite logically among these families; some practices and beliefs were passed down through generations, in this context is family business, because this area always has been a male-dominated environment, where men were considered to be more efficient. This belief of masculine superiority has been passed down throughout generations, preventing women to demonstrated their full potential and capacity, which women disappointedly accepted.

In this study, the researcher would like to explore one of the most popular topics which drive the global economy in every country. Family businesses are the working sector that is according to various theories dominated by men, thus, it's a huge challenge for women to be chosen by their family to inherit the business, due to the lack to trust from the current owner or founder and the stereotype that men were more qualify to succeed the family affair thanks to leadership skills, knowledge, and experience.

This research would like to explore the challenge and experience female heirs of Chinese descendant in the urban area such as Vientiane Capital of Laos and Udon Thani of Thailand, who must deal with family relatives and employees of the company, which affect the selection process to become the main successor of the family business; additionally, the researcher wants to know whether gender is really a decisive factor when it comes to choosing the next entrepreneur of the family; by collecting information from in-depth interviews of party A (Successor) and Party B (predecessor) then compare to the theories from literature reviews.

The result of the study has shown despite various challenges and difficulties that women have faced in urban areas such as Vientiane Capital and Udon Thani, women were actually given the opportunity to inherit the family affair too; According to the founder/business owner point of view; personality traits such as leadership, compassion, generosity, emotional strength as well as the heirs' skills and experience are far more important than other factors.

Keyword: Gender, Family, Business, Succession, Inheritance, Society
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Chapter 1. Introduction

1.1 Background

Family businesses play a huge role and are key to driving the global economic progress of the country meaning, that is to say, around 80 percent of businesses worldwide are family businesses or controlled by families (Kulbud Komenkul 2017) In Thailand and Laos, family businesses are fundamental businesses that are important to the country's economy as well. To successfully pass a family business from one generation to the next, it's another difficult process (Smyth and leach, 1998) The survivability of the family business is therefore a matter of importance, must ensure that the business transition to an heir is done correctly and become sustainable (Ward. 2004)

From the above information, it was found that many large businesses in Thailand and Laos have grown from small family businesses some started as Chinese immigrants who came settle in the country or even the local people who started a small business. Until now, many have become large businesses at the national level. Well recognized and well known.

When it comes to family business succession The present may differ from the past namely, social values in which women are often deprived of their rights and abilities and men tend to be more favorable (Harveston et al, 1997) including other factors such as more single parents, families don't have as many children as in the past to focus more on parenting quality as result, heirs in the succession or family business inheritance don't have many options for their career. Moreover, society

places importance on equality and gender equality, whether the right to have freedom of expression, access to education, have opportunities to choose, and being chosen to work in both public and private sectors; Therefore, it's undeniable that women now have more leadership role, whether in taking care of family, work, or being in decision-making position of the country because women are now as much capable as men; also, women can adapt well in different situations, pay attention to details, and maintaining composure (Athena Vongalis-Macrow, 2016) which makes them more accepted in society as well as being accepted and trusted by their family.

Despite that, to be accepted and have an important role in the society of women. is not easy at all in Lao-Thai society. There are still many unseen issues and obstacles, such as being given full responsibility and authority in a particular position, getting a job opportunity solely by skills, the need to bear the pressure of family inheritance, and the ability of one's own to inherit the success of previous generations.

Therefore, this research is to explore the challenge and obstacles that may be affecting the succession of the family business in the context of female heirs who are from Chinese descendant in the city such as Vientiane and Udon Thani in order to accumulate a better standing on women status in this society.

1.2 Purpose and Significance of the Study

1. To study the obstacles that heiress must be overcome in family business succession.

2. To study the process of preparation and selection of female heirs.

1.3 Research Question

Women of Chinese descendant are prevented to succeed the family business in urban area such as Vientiane Capital of Laos and Udon Thani of Thailand.

1.4 Research Design

In the research on Gender and Family Business: Challenges of Being a Female Successor in Vientiane Capital of Laos and Udon Thani of Thailand, the researcher chose the qualitative research method, collect data from interviews using In-depth Interviews together with observation method as follows:

1.4.1 Information provider

1.4.2 Research Method

1.4.3 Data Collection

1.4.4 Data Analysis

1.4.5 Confidentiality of information provider

1.4.1 Information provider

The Selection of information provider to conduct interviews, the researcher looked at the groups of people who have family businesses and have female heirs who hold the position of successor or work in a company that is waiting to take over the work from the predecessor by choosing to study families that have both

female and male relatives, divided into 2 parties.

1. Family business predecessor, 10 people
2. Family business female heir/successor, 10 people

The researcher collected the data from 10 business predecessors and 10 female heirs using the In-Dept Interview method, the researcher would like to study the criteria for selecting the information provider as follows:

1. The predecessor can be either the father or mother and the female heirs, which must be the one who will inherit the family business from the predecessor; to obtain the information and direct experience from the predecessor and the heir about the factors affecting business succession without limiting the age of both parties, due to this might prevent to get enough data.

2. Wholesale and retail industries, gems and jewelry, schools, electronics factories, and construction industry, by selecting several types of business to get the perspective of the predecessors and heirs.

3. The founders are parents, grandparents. who helped to establish the business, because they would understand the context of business and has been through this process of helping each other in the family.

4. The selected business also had male heirs in the family to get clear information on the background and history of the succession of the female heir.

5. Choose a business that is in a transition period or prepared to get to the point of the succession from two spectra of female heirs.

6. Must be a business that has been established for at least 12 years, when the 2nd or 3rd generation heirs began to be involved in the business or has already been inherited; the researcher uses a random selection method, choose different businesses to get the most useful information.

1.4.2 Research Method

1. Conducted In-depth interviews, a method commonly used for qualitative research by collecting data from the conversation based open questions with semi-structured interview which has flexibility for asking questions and the answers can be adjusted according to the situation, to capture the key points of the information provider of the different information found in order for the researcher to obtain complete information needed.

2. Interview Question Papers and Audio Recorder.

3. Field note this is because the researcher will be observing along with the interviews to obtain information that can be used for analysis, interpretation, and understanding of the entire research, the researcher will record all the observed and heard information as much as possible by taking note of the information as closely as possible to what the interviewee said.

4. The interview was conducted via Video Call and Telephone Depth Interviews due to the researcher, at the moment of this study is unable to meet the interviewee in person due to a pandemic situation, between October to November 2021.

1.4.3 Data Collection

The researcher collects the data according to the following processes:

1. The researcher asked for permission from the interviewees by asking about their willingness to provide information by making an appointment before every interview.

2. The research had made an appointment and interviewed one information provider at the time by interviewing the business predecessor once and the heir once until the information is adequate.

3. In each interview, the researcher records the answered questions by recorder and note taking along with observing the behavior of the information provider and making sure the words are complete, covering all issues according to the question papers used in the interview.

4. Each interview usually lasts 40 to 90 minutes, depending on the answers as well as respecting time schedule of the contributors.

1.4.4 Data Analysis

The researcher conducted an analysis of the data by arranging all the findings from the interviews in an organized manner and there are steps to prepare the data by using Thematic Analysis as follows:

1. Interview transcript, read the interview from field paper note repeatedly, to familiarize with the data and take a memorization summary to use the information in the next process.

2. Use the information obtained from the interview transcript, paper note transforms into Code for information on each important issue, give meaning and classify information into a single system.

3. Summarize the various sub-issues obtained by extracting meanings from existing data to find the essence, relationship, and important link within these data this process is called Themes.

4. Review the themes to explore the essence of the relationship between code and data.

5. Defining and naming of Themes to make a clear definition, will allow having correct understanding within this context.

6. Perform a Summary report; choose clear and interesting information to use in answering research questions and literature review.

1.4.5 Confidentiality of information provider

Confidentiality of information provider it's extremely important to conduct qualitative research, the researcher must be careful, because it is a fundamental right of interviewees to have protection over their privacy, so, the researcher has the following guidelines for confidentiality.

1. The researcher will consider the suitability of research questions on various issues and will be careful during the interview process to protect the information providers.

2. The researcher will ask for permission to interview in order to give

consent for the information by explaining every step of the interview and asking about the level of disclosure of information. And will not insist on interviewing if there is any part of the research question that the interviewees are not comfortable providing information.

3. In writing the research paper, the researcher will not specify the name of the interviewee or the specific place of the study.

4. The researcher will keep all the information confidential and will not make it available to the public.

Chapter 2. Analytical Framework

2.1 Literature review

Gender system justification (Josh and Banaji, 1994) explain the perception of Gender system justification that it is the degree of acceptance of inequality of social status between men and women, the acceptance that is considered as reasonable, sensible and justifies; Individuals are motivated to protect and support their current status by viewing at their status as appropriate, acceptable, righteous and satisfying because they want to be perceived as someone with good intention to the community, so they must be satisfied with their current situation, in a group as much as in the society.

When considering gender inequality in the patriarchal society with higher social status and power, the theory of system justification explained that the reason women do not demand or make a movement for gender equality as much as they should it's due to the fact that they perceive the difference in social status between men and women as correct and justify. Men and women have different physiology and gender role given by society, men are physically stronger so they should take the responsibility of leadership, occupy the power and provide protection for women, on the other hand, women are responsible for raising and taking care of the children as well as the tidiness of the house; the result, if more people have this perspective, more and more gender inequality issue will raise meaning there will be less and less demand for rights for themselves (Becker and Wright, 2011).

2.1.1 The importance of Family business and inheritance

Family businesses it's one type of basic business in every country's economic system especially in the culture of Asian countries or even in Western European countries, family businesses exist all over the world (Montgomery and Sinclair, 2000)

Family business plays a huge role and is the key to driving factor of the global economy; That is to say, around 80 percent worldwide are family businesses or controlled by family (Kulbud Komenkul 2017).

From literature reviews on the meaning of family business shows that it's difficult to define a specific aspect of the business due to its variety. However, in general, researches define family businesses in 4 points of view: First, Ownership and Management (Lanberg, Perroe, and Rogolsh, 1988) Second, the level of relationship within the family group (Davis and Tagiuri, 1982) Third, Business succession and transition of ownership in family businesses (Ward, 1987) Lastly, Strategic Control of Family Business (Churchill, 1987)

Therefore, the researcher has given this broad definition of the family business as it's a business founded by family members, the family members have the right to vote or control the business, have the majority ownership in that business, and family members hold executive positions or have the power in making important decisions.

Family Business Transition from the predecessor is considered to be a difficult process (Smyth and Leach, 1998) and the Business Succession is an

emotional issue that poses a challenge for the predecessor to deal with obstacles on how can business owners retire and choose heirs to inherit the business without causing conflict within the family (Kunkel, 2003) because the failure of business succession management may result in the failure of the family business including that it may affect the relationship of family members as well. A smooth and well-planned business succession process will bring success, growth and sustainability for family businesses (Gersick et. Al, 1997)

Business Succession has some characteristic processes, in other words, there are before and after inheritance processes (Sharma et al, 2003) The original business succession process can be summarized in three steps:

First step heirs must learn the business process and management;

Second step heirs must learn the work and to work in the family business;

Third step which is the most important one, the heir with the highest potential will be selected. and encouraged to be the successor of the family business replacing the current owner or founder (Stavrou and Swiercz, 1998)

In addition to business succession plans, (David et. Al, 1997) also mentioned three other business succession processes that should be considered; **Firstly**, the transition of business needs to be efficient and fair, **Secondly**, the transition needs to be certain that the heir's leadership skills will guaranty the success and the sustainability of the business; **Lastly**, maintaining harmony among relatives and the heir of the business.

From what has been said above, it is concluded that Business succession is

an important factor in the family business which affects the sustainability of the business from generation to generation in the long term; The predecessor must give importance to the succession process with planning and preparation from the beginning to achieve the initial readiness of the heir without causing conflicts within the family so that the business continues to grow and succeed.

2.1.2 Factors affecting family business succession of the heiress

2.1.2.1 Factors affecting family business succession in Macro level

Macro factor means the exterior factor such as perspective, tradition and trend of the society on women's role which is divided into the following topics.

1) Beliefs and conflicts within family

The researcher study on the basic relationship within the family has found Parents choose different approaches to raising son and daughter, according to perspective, attitude, and beliefs towards gender (Robin, Proenzono, and Luria, 1974) which we will divide those relationships as follows:

a) Beliefs and conflicts between father and daughter

Is one of the main factors affecting the opportunities in the business succession of the heiress, because the father tends to view his daughter as gentler and more fragile than seeing her as a professional businesswoman, thus, trying to protect her from being in a difficult position (Hollander and Bukowitz, 1990) this raised the ideas of the father to believe and trust more in male heirs who were already accepted in the basic social context, as well as giving the opportunity

for male heirs to participate in the family business from a young age. From these beliefs towards men, it's a difficult situation and creates significant confusion to female heirs, who were expected to behave according to traditional standards and it's a challenging task for women to demonstrate they full potentially to their father in business affairs (Dumas, 1992)

b) Beliefs and conflicts between mother and daughter

It's the belief that business isn't something women should be involved in, meaning it's a duty of father and sons, therefore, it's inappropriate for daughter to participate in this family affairs, and convinced that women were more suitable for other places and jobs, instead of the family business (Dumas, 1992) As well as the concern that if the daughter got involved in this affair, it will distant mother relation with the daughter (Vera and Dean, 2005) and the later will change attitude because she is in higher rank (Hollander and Bukowitz, 1990)

Due to the general acknowledgment that families favor male heirs over females to be the leader of the house and succeed the business (Galiano and Vintuerella, 1995) and the fact the women have not been given enough experience in the family affair, lead them to give up the idea of succession or did not prepare to succeed the business, that's why they tend lack the quality as the successor compare to the male heir (Handler, 1994)

2) Family business management culture

It's the value, concepts, organizational practices in family business; The family business culture is a culture with a unique style and identity (Hofstede,

1980) it also emphasizes on good relation, support, unity, mutual trust; where the family members communicate directly, contact and coordinate in a friendly and informal manner, creating a pleasant atmosphere at workplace and efficiency management.

Currently, society has started to allow more women to participate in high-level management, including the current generation of family businesses, more women have the opportunity to inherit family businesses, be represented in a high executive position, and be socially accepted more than before (Harveston et al., 1997), Furthermore, Garcia-Alvarez et al. and Curimbaba (2002) found that the female heir would be considered to inherit the family business, only In the absence of the male heirs, which is an indicator stereotype and social trend still have an influence on this matter, especially in Laos and Thailand, where many families are from Chinese descendant and it was also found that at least have of those families already planned to succeed their male heirs (Nethnapha Vilerthsak, 2002) which indicate the important and social trend of towards Lao-Thai family business as follows:

a) Gender

It's a long-lasting trend and tradition, especially in Chinese descendant family's culture which considers sons as more important than daughters for the reason that men are usually physically stronger, therefore are more capable to engage in intense activities; men can use their physical advantages to play an important role as a breadwinner of the family and in charge of main affairs winner the family (Kanchana Tangcholthip, 1998)

b) The influence of child birth order

Also, a passed-down tradition of the Chinese culture which gave importance to the firstborn, especially male heirs, who will sooner or later be in charge of and inherit the main family business (Bennedson et al., 2007) even though the firstborn of were female; it's more likely that the founder or the current owner will select male heirs instead (Stavrou, 1999)

2.1.2.2 Factors affecting family business succession in Micro level

Micro factor means the factor relating to personal relationships within the family and organization of the heir in the succession process which is divided into the following topics.

1) Individual factor

a) Educational qualification

Education is one of the important factors, especially in the current trends which emphasize on life-long learning such as skills, languages, knowledge particular subject; the heirs who possessed these qualifications have high chance to be in charge of the business because it will allow them to use this accumulated knowledge to improve and find the best solution for the sustainability of the business (Morris, William, Allen, Alvila, 1997)

b) Work experience qualification

Work experience outside the family is when the heir work for the companies, businesses, or organizations that are not from their parents or relatives; this type of experience is something the heir should try to do (Nelton, 1986) for at least 2-5 years (Carlock, Ward, 2001) Experience from other businesses will improve the heir's skills and knowledge which will later help them to become a better executive, improve the system and new strategies as well as management (Wrad, 1987)in the future; experience also increase confidences and credibility of the heir (Venter, Boshoff, Mass, 2005)

Work experience in the family; many studies suggested the heir should be introduced to the family affair since young age before inheriting the business to be familiar, to accumulate emotional attachment, interest, and love for the work, as well as collect experiences and understand the complexity and nature of the business (Lansberg, Astrachan, 1994) it's also a great opportunity to create a bonding between the predecessor and the successor thanks to activities and task given by the owner, establish good relationships with employees and be accustomed to clients, understand financial management. Additionally, this is a good opportunity to gain more trust from surrounding people leads to acceptance from peers which is extremely important in the future.

That's why, it's safe to say that the preparation to the heir in both educational and experience, could create better understandings for the succession in the context of the family business and increase confidence and self-belief which will result in productivity in the workplace.

2) Family factor

a) Predecessor refuse to give full authority to the successor

There are occasions where the predecessor, whether it is father or mother have the intention to pass down the business to the heir but still have a hard time abandoning their position as executive and authority in the work (Davis and Harveston, 1998) The predecessor is still getting involved in most of the management and decision making, probably because of lack of confidence and trust that the heirs will be able to run the business correctly (Handler, 1990) Thus, the heir couldn't show their full abilities and established their own business management method.

b) Conflict between work balance and family

According to research from many researchers, 90% of women who are entrepreneurs or business owners, still have a responsibility in domestic work and being a housewife, therefore, taking care of the children and family is something inevitable (Belcopurt, Burke and Lee-Gosselin, 1991) Which affects the balance between work and family, usually, no matter how competent a woman is at work, the family remains their top responsibility. As a result, women sometimes choose not to work in higher positions for the reason that they would still be able to take full responsibility for their family.

c) Family relationship

Between father and daughter:

A good relationship between a daughter and a father is an important factor influencing the success of the family business succession process (Cabrera- Suárez, De Saá-Pérez, and García-Almeida, 2001; Handler, 1991) That is to say, a daughter who has been close to her father since childhood will learn and experience from following her father in many places, including her father's workplace; Being with the father from a young age, the daughter would benefit well from absorbing and accumulating knowledge of the father's business, the kindness and tenderness a father has for his daughter creates a good relationship, harmony, without the competing or feel the need to win over each other, unlike in the case of son and father (Dumas, 1989, 1992) Sons tend to focus on independence, the need to be different from the father, and the desire to succeed.

The research of Jessica Smythe and Shruti R. Sardeshmukh (2013) found that quality communication between father and daughter, builds a good relationship affecting the succession of the business; daughters often know how to spend time with their father by approaching him through business discussions, feeling the comfort to talk openly with the father about every subject, learning firsthand about things in the business, and clearing up any doubts.

Discussing and studying family business at home, daughters tend not to have a negative attitude this matter or see it as a redundant matter and a waste of family time (Nunns and Cameron, 2004) As a result, communication between them continues to grow intimacy, allowing the father to experience

learning, understanding, and maturity of their daughter in the perspective family business and ready to give opportunities for daughter or heiress to participate or being in the main role in the succession.

Between mother and daughter:

A mother with young children and her own business often established a balance in life by using workspace to work along with raising her children (Michelle Kilkolly-Proffit, 2003) which becomes another factor that creates a good relationship and encourages the relationship in business succession. The daughter can learn from the mother's experience and advice.

A business that shares working space and house, time spent with daughter in the office; from the reason that the mother has managed her business and raise children at work. This allows the daughter to see details about the business from an early age, being able to absorb and understand the essence of the business. When the daughter became mature enough, she will be able to participate in the business or continue the business more effectively.

Between relatives and daughter:

Relatives, siblings, business partner and romantic partners; are directly involved in the business succession of the female heirs; positive or negative relationship would affect the business to success, running a family business usually have family members getting involved to the work and help, sometimes competition or the desire to be accepted, could lead to conflicts in the business, thus, establishing clear defined roles and responsibilities is required for

siblings and relatives, to reduce future conflicts the may arise.

3) Outsider factor

a) Relationship of employees in family business

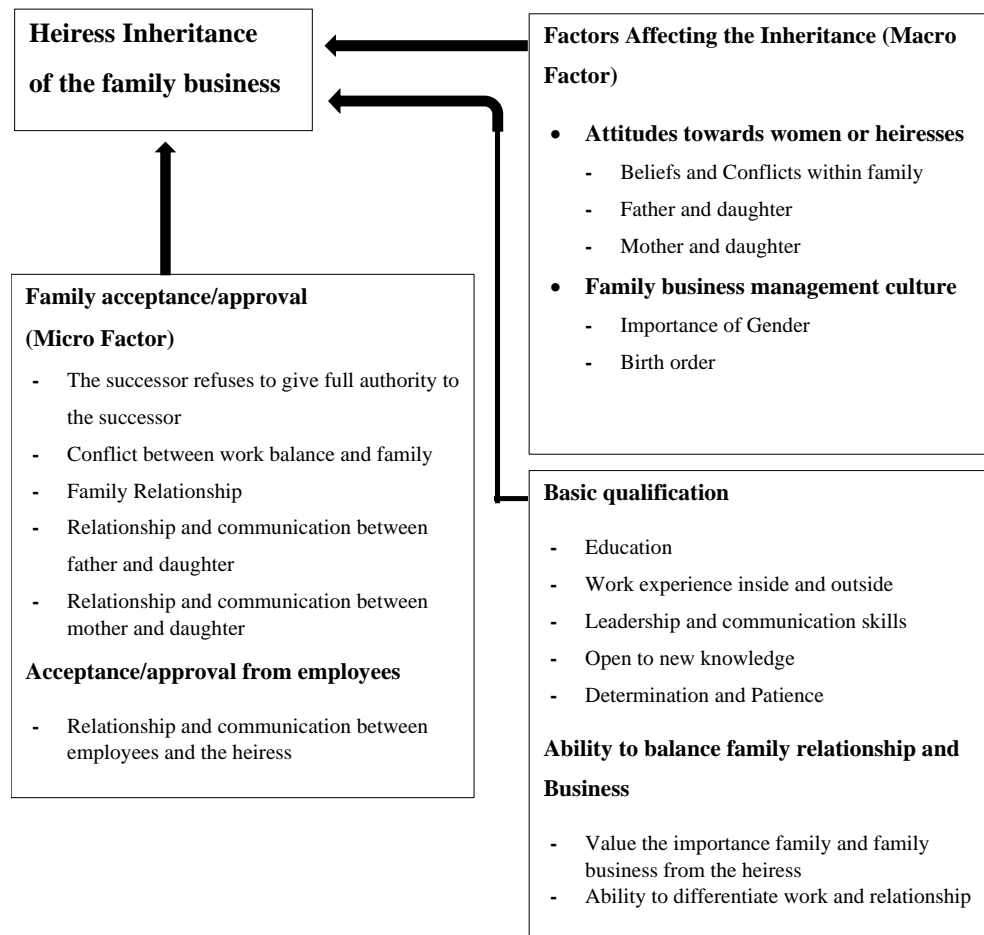
In many studies it was found that the relationship between employees in a family business, is a difficult experience and a challenging obstacle for heirs; employees are not family members, but it is another relationship that influences the succession of the family business of the female heir. A manager or employee who has been working with the founder for a long time sometimes feels threatened by the owner's heir (Dumas, 1989) such as more attention of the founder towards the heirs; on the other hand, the heiress may feel the manager or employee has breached the close relationship between themselves and the founder, which in this case are the father or the mother (Hollander and Bukowitz, 1990) and at times, managers or employees may have pressured or make sarcastic remarks on the heiress to create the feeling hostility at work (Dumas, 1989)

Thus, clear communication between the founder and the employee, with a clear understanding of the succession process can reduce the likelihood of a bad relationship between the heiress and the business employee (Christensen, 1953; S. Davis and Harveston, 1998) Particularly, heiress needs to perform well in order to prove that she has enough capacity and leadership roles, to reduce the negative attitudes that employees have towards (barnes, 1988; Stavrou, 1999; Taylor, 2002) the experience accumulated from these situations, will help build the ability and strength to the heiress, in have a clear direction when inherited business as well as leading it in her own way, instead of just imitating the

predecessor (Salganicoff, 1990)

2.2 Framework

The literature review, concepts, theories and related research allows the researcher to summarize the research concepts as follows:



Picture 1 Framework

With this framework, the researcher tries to accumulate various factors that might play important roles in the family business inheritance. The question that the researcher will use in the interview respectively follow thesis theories and concepts, which primarily focus on the relationship between the family member and the heir, whether these aforementioned theories truly occurred within the business, and which factors are more crucial in the perspective of the predecessor to choose the current successor.

Chapter 3. Heiress Inheritance of the family business

3.1 Heirs who volunteer to inherit family business

Studies have shown that the motivation of a female heir to take over a family business can be caused by a number of factors which can be divided into positive factors and negative factors as follows:

Positive factors are that the heiress value the importance of family business and wants to help lighten the burden of the family as well as the need to show the ability to be accepted by the family, etc.

Negative factors are that the heiress must assume the vacant position because no one is interested to be the successor. In the case of the heiress who is married and has children, this is the need for flexibility to have more private life instead of just living as a housewife; as well as using family businesses as an answer to compensate for one's unemployment, etc. (Dumas, 1992; Salganicoff, 1990)

3.2 Heiress who were chosen to inherit family business

The heiress who has been chosen to inherit the family business; is a position for the female heir to take over with intention of the predecessor which is divided into 2 categories: the heiress who was chosen to inherit a family business with high qualification as planned and the heiress who was chosen to inherit family business but lack qualification due to necessary factors.

3.2.1 Heiress who were chosen to inherit family business with high qualification

Studies have shown that heiresses who are currently qualified to inherit the family business was chosen for many reasons. With the qualification and ability as follow

1) Leadership and communication skill

The heiress of the business must have leadership traits which is an important factor for the family business and succession (Dyer, 1988) because this factor can determine the progress of the family business; leadership traits of the heiress is consist of generosity, empathy, selflessness, compassion, helping others and understand the feelings of those around them (Early & Steffent, 1984) including having a good relationship with others, sharing power and information (Ramsey, 2000; Macrow, 2016) to gain acceptance and give motivation the team to achieve goals (Srivorn Serirath, 2002)

Therefore, the executive heiress should have a compassionate leadership style, humble, concerned about others including the ability to control emotions (Athene Vongalis-Macrow, 2016) this will promote the support of the heiress at work; this will allow the heir to be an excellent executive regardless of their Gender.

2) Value the importance of family

Relationships between family and daughter it's one of the factors that the

heir want to be involved in helping family businesses meaning that daughter tend to have a close relationship with parents, have concerns, want to take care of the family and believe it's their responsibility to look after the parents as they get older, that's why female heir gain the trust of the parents whether in on the well-being of the family as much as business.

3) Ability to differentiate work and family relation

A female heir who understands her roles and duties; can distinguish between conflicts that arise within the workplace with the conflicts that arise in private families well apart, which will facilitate family members' life and business management to run smoothly. The Three Circle Model of Family Business (Tagiuri and Davis, 1982) has the previous into 3 parts: Family, Business and Ownership, also, has found that these 3 parts have correlated; If the heiress is unable to clearly balance the conflict at work and the conflict with the family, it can cause misunderstandings and stressful situations. It may later affect the success of work and ruin the family relationship.

4) Open to new knowledge

Being open to new knowledge from the surrounding environment it's what entrepreneurs should possess. There are many occasions where female heirs weren't planning to be the family business successor in the first place (Curimbaba, 2002) This is the reason for the lack of skills and experience in the business. Being open-minded to learn new things is thus, an important factor to gain more business knowledge, the commitment to learn will allow to see new perspectives that can be used to improve business to be successful and grow sustainably (Keyt, 2005).

5) Determination and Patience

Determination and Patience are important factors affecting acceptance from surrounding people and energy sources to create outstanding and valuable work, to prove their abilities and gain trust for others the heiress must demonstrate a lot of enthusiasm and dedication to work; determination and ambition are the key driver of desire to achieve goals (Litzky, 2007)

3.2.2 Heiress who were chosen to inherit family business but lack qualification

An heiress who lacks qualification is sometimes the result of choosing the successor without considering their qualification but rather on chose from the necessity of the situation such as the heir is the only child and is obligate to take responsibility in case the parents are ill or pass away (Haberman and Danes 2007; Jimenez, 2009)

From the study, a female relative who were chosen to succeed in the family business according to *Myths and Mortals: Family Business Leadership and Succession Planning* by Andrew Keyt (2015) concluded the importance of leadership skills of the family heir as follow:

1. Self-awareness, the successful heirs are aware of their qualities and weaknesses which is a benefit for the family.
2. Self-belief, the successful heirs aren't afraid of failure and learn from mistakes; this process will help them to have self-belief and accumulate performance and their own reputation; meaning that instead of relying on

family reputation, the heirs must believe in themselves.

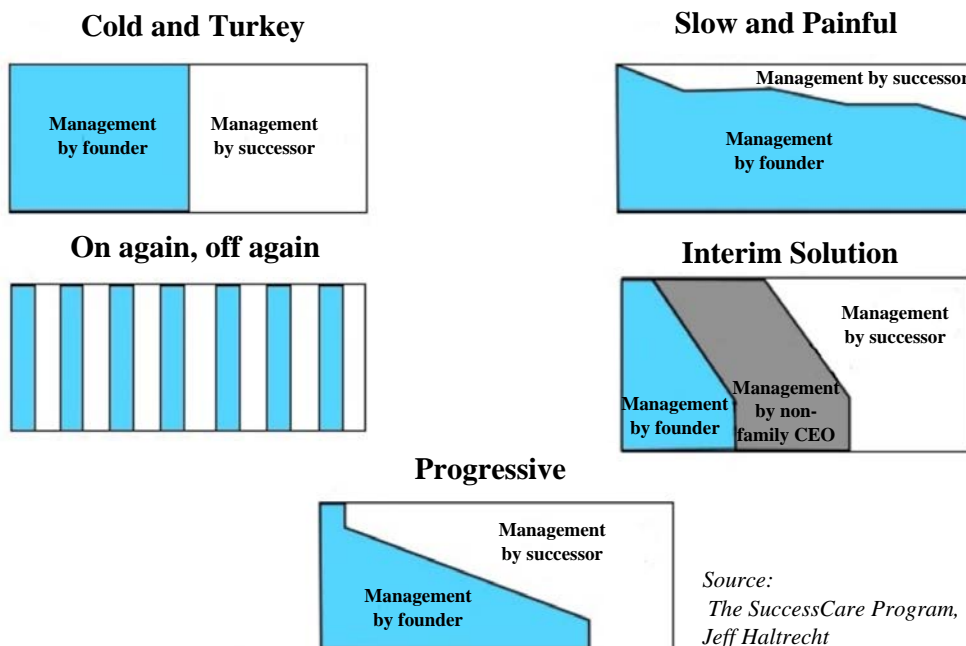
3. Build Credibility with others, because self-belief isn't enough to succeed in business, others must believe in the heir, these factors are the result of the observation throughout the heir's actions and performances.
4. Clear Sense of Value, successful heirs reflect the values of their parents. and then create their own set of values; Some people may obtain their experiences from their parents, while some may have their own unique ways, the sense of value, therefore, acts as a compass, that guide the direction of the business.
5. Decision making, successful heirs are excellent problem solvers, those heirs will know how to make tough decisions and decisive duty to make family and business better for example, the announcement to terminate employee's contract can be a difficult decision, especially when employees feel like being part of the family but it's sometimes necessary to guaranty the survivability of the business.
6. Commitment to the family, the survivability of business isn't solely based on financial status, the study has shown that a strong bond within the family is the key to happiness, pride and attachment; successful heirs knew that the collective goods are more significant that their own goods.
7. Commitment to people, the heir must not let the family members overshadow the employee's performance, advisors and other relatives; successful heirs are not blinded by family influences but are reasonable

with every decision.

8. Commitment to continuous learning, successful heirs are willing lifelong learners, always seek new knowledge, enjoy the discovery and new perspectives.
9. Ability to deal with Ambiguity, business is full of uncertainties and ambiguities, in many occasions, isn't tough to identify what's right and what's wrong, the successful heirs usually can find the balance and make the right call whereas others struggle.

3.3 Family business inheritance transition process

The family business succession is done with different types of the transition processes, each transition process has an influence on the business and the preparation of the heiress in many different ways.



From the picture above, we can divide the transition process into 5 categories

1. Cold Turkey is a transition process without preparation in which case the heir must inherit from the turn may be out of necessity, because deceased or sick parents (Haberman and Danes 2007; 2009)

2. Slow and Painful means the founder or predecessor is still in charge with the help from the heir, the heir still has a minimum decision, because the former didn't give full authority; this might lead to the heir feeling frustration due to constant interference (Davis & Harveston, 1998) and feel that is a slow and painful process.

3. On again, off again means the founder or predecessor fully gives authority to the successor, but due to the heir still being inexperienced, the predecessor must return occasionally to ensure the survivability of the business.

4. Interim solution means when the heir is still underage or inexperienced, the current owner must elect one executive to manage the business while awaiting the readiness of the heir.

5. Progressive means the smooth transition, all the work were gradually passing down from predecessor to successor, in the right proportion, at the right pace then the predecessor gradually diminishes his/her role in the business.

From these transition processes, the researcher found that each of the categories has its own challenges, these differences play an important role for business succession; also, affecting on obstacles and the preparation process.

Chapter 4. Analysis

In this study on Gender and Family Business: Challenges of Being a Female Successor in Vientiane Capital of Laos and Udon Thani of Thailand; the researcher conduct a study and analysis from theories and literature reviews from articles and research papers in Thailand, Laos, and from international sources; collected information from interviewees of 10 predecessors and 10 heiresses which are mainly Small and Medium-sized Enterprises (SME) because they have small numbers of sales and employees compared to large companies, start with collecting data from SME in order make a report that is easy to comprehend and contain adequate data, the researcher will then summarize important points of the interview question to analysis and reach the set objectives.

This study is the presentation from interview and analysis based on feelings and experiences of information provider as follow:

Party A Heiress/Successor

4.1 Attitude of the heiress on family relationship

4.2 Attitude of the heiress to conflict within work and family members

Party B Giver/Predecessor

4.3 Predecessor attitude on the business succession

4.4 Predecessor attitude on family relationship

Because, this is an In-Dept Interview with semi structured Conversation, Thus,

sometimes, when the interviewees reply with interesting answers, the research might have additional questions, with symbols to differentiate the conversation as follows:

‘ ’ indicates the researcher’s question.

“ ” indicates the interviewees’ answer.

[] indicates the additional question.

... indicates the moment of pause before answering of the interviewees.

IPA as an abbreviation of Information Provider who is the Successor.

IPB as an abbreviation of Information Provider who is the Predecessor.

Table 1

Details about heiresses

IPA	Age	Number of siblings	Birth order	Status	Work experience from outside	Work experience in one's family business
1	33	4	2	Single	Yes	Yes
2	31	3	1	Married	Yes	Yes
3	37	3	2	Married	Yes	No
4	36	4	3	Single	Yes	Yes
5	31	3	1	Single	Yes	No
6	34	4	2	Single	No	No
7	31	3	3	Married	Yes	No
8	36	2	1	Single	Yes	Yes
9	34	4	3	Single	Yes	Yes
10	32	3	2	Married	No	Yes

Table 2

Information about business

IPA	Type of Business	Age of business	Generation	Main owner	Number of employees
1	School	17	2	Mother	48
2	Electronic parts factory	12	2	Father	200
3	Light bulb and electronic	20	2	Father	80
4	Plastic molding factory	30	2	Parents	500
5	Construction tools	20	2	Father	100
6	Car dealership	30	2	Father	100
7	Packaging boxes manufacturing	35	2	Father	50
8	Car manufacturing	30	2	Parents	200
9	Monk offering goods manufacturing	30	2	Parents	50
10	LPG Gas retail and manufacturing	35	2	Parents	40

The first general question was ‘What are reasons of your succession of the family business’ which has the response as:

“... been accustomed with the school for a long time, at the beginning (I) help mother on advertisement and voucher something like that, because I graduated in design, so, I want to help by myself then I absorb the work and feeling more attached until I became the main person without even realizing” IPA 1

“Dad told me to resign (from work) to help in the factory, back then I work as accountant, but, well this is our own business, don’t want other to have it so I decided I’ll rather to help dad” IPA 2

“...At first, I worked outside, at some point the work was overloaded then I got sick gradually, so I think if I have to work this hard for others, I’ll rather comeback and help working at home seriously, Pa and Ma are getting older, this will help them live easier [Before that, do dad and mom told you to comeback for help] ...They did but I feel like I wanted to have more experience outside, back then I was eager to try things by myself” IPA 4

“I was at some point I have to it anyway, So, I just start doing it, start early Dad can rest faster” IPA 5

“Feels like it’s my responsibility that no one can take care of it as good as family” IPA 6

“I wanted to help because none of my siblings wanted to help seriously, I also have my own business, just do both of them, because I help this family business since young age, (I) understand the work quite well” IPA 9

“... I help dad and mom since younger age, I saw them work, when I graduated, I intended to fully help them so they can take some vacation” IPA 10

The information provided shows that female heir who were involve in family business, at first, it seemed like they more or less just feeling the need help lighten the burden of their parents without thinking of becoming the official successor, the motivation of these heiresses is quite similar, then it led to the transition process which consist of 4 reasons:

1. On-the-job training, because the opportunity to work in family business since young age the heiress can understand the job very well and has to confidence to take responsible.
2. Stewardship, I heiress wanted to preserve family business, believing that no one can do better that than family members.
3. The heiress would rather sacrifice their health and labor for the family instead of other people.
4. Have high gratitude for parents and want them to rest.

4.1 Attitude of the heiress on family relationship

When it comes to family businesses, what is inevitable are family relationships and business relationships, the researcher wants to explore the relation of the predecessor and the heir before and after the succession with the question ‘What is difference in your relationship with your parents after the succession’ only 3 out 10 don’t feel anything difference or have better relationship

as the answers below:

“I don’t feel any change because dad and I discuss about own business since the beginning, when I start working, we talk more about deeper issues, but anyway, this is what we usually and now I feel more involve more than before” IPA 2

“Better relationship, we were already close and now we got to be even closer”
IPA 5 and IPA 8 stated that *“our relationship has improved, we got to spend more time together, more information sharing, acknowledged problems that parents faced, solve problem together better”*

The rest are those who experience some negative change:

“Very different! Argue more with mom, feel bored and annoyed to the point we have to separate our office, not just the room, but the building, better not walk pass each other” IPA 1

“Somehow different, when I wasn’t working here, we rarely meet, our conversation is genuine but now is sooo stressful, talking and everything is so stressful” IPA 4

“Before it was fun and very enjoyable, after start working somedays, I just avoid his face, somedays stay separately, no talking if necessary, or we’ll fight”
IPA 6

“Alwayyyy arguing each other especially about work, and sometime leads to personal issues” IPA 7

“Different, honestly, feel very uncomfortable in some situation, stress at work,

different opinion of mistakes, it all mixed up with personal life that sometime I don't want to talk to any family members" IPA 10

From the data collection, it's shown that in the first period of transition most of the heiresses has some issue with their predecessor and in a negative way meaning most of the interviewees must face discomfort between family relation and business, even though, they were voluntarily prepare to help; the difference created tension, discouragement, resentment, misunderstandings which affect working condition within the family; especially in the period where is heiresses are still adapting and with the follow-up question 'How do you deal with this situation' it is found that these is discomfort situation slowly faded away.

"Currently, I feel used to it and adapted, understand a lot, no more sulky, more reasonable [Did it take to for things to become better] ... around 2 years"
IPA 1

"I used a lot of time, seems like at some point when everyone started to realize that we can't keep doing this forever, everybody then gradually become less emotional, slowly adapt then we could talk more easily [Did it take to for things to become better] I think 2-3 years" IPA 3

"Took a lot of time to adapt, because I don't usually chitchat, before we could talk, I was almost death because of alcohol addiction but now it's all fine, we set down and talk on how to deal with these problems [Did it take to for things to become better] 3-4 years it was such a headache back then" IPA 4

"I walk to dad to ask on how we can have mutual understandings, I don't feel

happy to work at home anymore you know, after we've talk everything gradually become better [Did it take long for you to decide to talk to him] 1 year til I couldn't take it anymore, seriously"

"It took us 3-4 years to adapt, to admit that sometime we have different opinions, we must find another way to discuss, argument is pointless, let's focus on family relation" IPA 9

"We always used to be dad and daughter, never officially coworkers, at first there were misunderstandings not too serious but it was delicate issues; but when I get used to it, there are no reasons to be resentful, why arguing" IPA 10

The results of the study reflect an interesting story that family businesses have face similar problems, working together will cause some arguments and it can be intense, because it is a family member, the words used in arguments are less thoughtful than to speak to someone who is not a family member, and that both parties did not differentiate between family relation with work position.

Currently, the heiresses have better work relation with their predecessor and can maintain the balance between family relation and business; it usually took 2-3 years to diminish tension and increase mutual understandings even though conflicts within workplace or different point of view are inevitable, both parties must find a way to discuss and have a constructive criticism, that is to say listen to each other, avoid emotional conversation to prevent confrontations.

4.2 Attitude of the heiress to conflict within work and family members

Conflict within business and family It is another main factor affecting the succession of family business; if unable to deal with the conflict it will cause constant quarrel, confrontation, not being oneself, including being unhappy at work. Some of them almost decided to leave the family business. From the data collection, it was found that every contributor encounters awkward moments while working in the family business and faced different uncomfortable situation.

“It’s was very uncomfortable, at first I work with her as Daughter and mother, when we talk about work and present my mine or give my opinion which sometimes was different from hers because she has more experience, as a daughter I wasn’t afraid to argue my point and be myself [how did it ended up] ... when things didn’t turn as expected I was a bit sulky that she didn’t trust me, but with some adjustment I could understand her point more” IPA 1

“With dad nothing much, but with mom we confronted sometimes when we have different opinion [what is her (mom) responsibility in factory] mom is in charge of accounting works for dad; disagreement whether at work or at home, if we didn’t talk then it became very awkward, sometime we argue on very silly things nothing to do with the business, and when to came to the office we still have some resentment which make it quite difficult to work” IPA 2

“It happens,’ cause we’re family, the phrase we use at work sometimes isn’t like supervisor and employee, it’s like mom and daughter, sometimes we said

something we shouldn't [can you give me some examples] from what I've been through "Did I raise you to be this shitty? Look at their (employees) responsibilities, how do you expect them to follow all the system" [Is this about work] this is when we have split opinions on factory regulation, employees didn't follow the rules so I told them, hey! This is not okay, but when mom talk to me like this, I feel hurt, sometimes I think she is overprotective of her employees, the rule become less strict; something like this makes me don't want to go to the factory and face her" IPA 4

"We argue sometimes when we have different opinions, sometimes I feel annoyed by my father, when we get home, we still didn't talk; but in the end I just think we should try to re-discuss again" IPA 5

"Sometimes he likes to compare me with him when we are at the same age, have high expectation from me, when I wanted to consult about work, he couldn't get why I didn't understand business therefore, I don't want to ask him anything because of pressure" IPA 6

"I didn't like his method of teaching, sometimes it feels like yelling and complaining all the time but he said If I think he's yelling then I should learn by myself; we were sarcastic to each another then we clash, it's tiresome" IPA 7

"I've been in the situation where mom and I have different opinions then she said "Soon I'll be dead anyway, what do you want" mom threw tantum at work, her words discouraged me a lot [what happen after] wow, I was so angry and disappointed but I have to get out of this situation first" IPA 10

Conclusion of conflict within work and family members, from the information, it was found that contributor encountered uncomfortable situations in the family business, conflicts that affect their feelings was mostly from their parents. When it is time to work together, the situation was stressful. This, directly to the family business theory of Slow and Painful transition where the founder or predecessor is still working and allows the heiress to assist in the affairs, give only few authorities or decisions, or has not yet transact full authorities or decisions to the heiress. which sometimes makes them feel intervened in all matters; according to the interview, only one respondent did not feel uncomfortable working in a family business, and stated that *“Dad gave me a lot of authorities to make important decisions and was a good consultant that’s why I don’t feel uncomfortable at all or arguing about anything”* IPA 8

With situations where information provider encounter conflicts and awkwardness in the workplace in family business, each chooses a different approach to deal with the problem or adapt in a different way, before establishing equilibrium to until today.

“At first, when things get too stressful, I just went home, no more work today or find other places to work which was very inappropriate if we look back. But with some adjustment, I try to be more reasonable instead of acting like her child, try to endure and do the job [Did you notice any improvement after that] mom seems to changed lately, she also tried to adapt, use more reasons to table, so, I didn’t leave the office anymore, she acknowledged my work more, listen more than before, relatives also told me that she was proud of me, but she would never tell me personally; this, didn’t make me uncomfortable at all” IPA 1

“When we argue I try to avoid her, but when it’s time to had to talk, I usually asked her assistant to send my words, I don’t talk to her directly to avoid confrontation, but I get over it pretty quick” IPA 2

“... There is one time I couldn’t control my emotion, so angry, in my head I said no more of this! I have other option you know [what happen after that] he seems to be shocked a bit, like wow, never saw her like this before, then he also calms down, as if he realized, then everything seems better, we were less emotional while talking” IPA 3

“In reality I am quite sensitive when it comes to family matter, I was discouraged because I didn’t think about money at work, I just wanted to keep their business going; but when they say those things to me, I questioned to myself why should I do this? it get so frustrated that I start drinking heavily, when things get serious I drank again until I became alcoholic and must consult my doctor; when they know about my situation, everyone tried to adapt, avoid confrontation, less talk, more planning, clearly divided responsibilities [Are you still drinking] not anymore” IPA 4

“Kept finding a way to talk, look for the right moment to talk until the work it’s done” IPA 5

“Depends, I tried not to confront, if there is a chance to clash or we’re still emotional about it, just get out of; when things get more chill then we will try to find a solution” IPA 6

“All the time but I tried not to show it, so that the family won’t feel

uncomfortable [is there a time where you don't feel doing it anymore] ... Yeah, but when I think if nobody does (the job) then who will" IPA 7

"Before I argue with my father about factory system, he seems like he doesn't want to adopt new system; I worked in other business before, I knew this new system will improve our factory but he was so used to the old one; that's when we had a huge argument, didn't talk for a while because I think this, I really wanted to help the business, this will really improve the factory" IPA 9

"When I feel discouraged, I just tried to reconsider my situation, I think about how much they (parents) endure for me, I should be about to endure this too; it ended up pretty good" IPA 10

According to interviews, most respondents use problem-solving approaches or try to find work-family balance in a positive way; Despite problems and the interviewees opted for a more adaptive or balancing approach, to provide better or even better family relationships.

"Work is work, when I went home, I tried to leave everything at the office, except it was really urgent; Don't mix it with personal life, that makes me feel more like family business doesn't have any effect on family life; but not in the period (laugh)" IPA 1

"Currently, I feel so chill, no pressure, I can talk, I not the type of person who got stuck in serious matters, sometimes I feel frustrated or face new problem I tried to solve it immediately; I don't want the problem to stay around for long; I feel lucky that I can be myself in family work, unlike other people" IPA 2

“Normally we only talk about work at home, I grew up in the place where work mixed up with family life, so I couldn’t really tell the difference, it feels normal; that’s why I don’t feel anything imbalance between family business and family life, but I tried to make time for family gettering such as after work in the evening I asked Pa and Ma for dinner, find more time and family activities” IPA 4

“Try to understand that family business is work, and home is home to avoid confrontation” IPA 6

“Focus more on conversation, try to find family fun time to always maintain good relationship” IPA 8

“I tried to adjust from my perspective, try not to be as angry (as the parents) when we argue, I tried to be the neutral for example “where is the problem, where should we start, what to do think Pa and how about you Ma” and it really reduce confrontation from everybody” IPA 10

The results showed that the transition period in which the predecessor was still working while relatives join family activities, working together can cause a conflict about ideas and work methods which each party has their own reasons. Smooth transition depends on both parties; how much trust does the predecessor has towards the heir? when is will the predecessor retire or will still holding on? On the other hand, does the heiress has enough experiences? In this matter, the problem derives from the predecessor’s ego and with their status as superior than their child, they tend to use power to overbear the later, if the predecessor has more upstanding it will improve the situations.

Most of the contributor sees work-family relationship problems, no matter how small or large, and tries to resolve them. with a way of adjusting and creating a balanced framework for each, to reduce conflict that will affect family relationship.

From the heiresses' perspective, the difficulty of family business succession, is not only about responsibilities assigned, or other problems that occur in the work, because these things are quite common; but real challenge the hidden obstacles within family relation and business which we will divide into 2 topics:

Topic 1 Conflict between work and family relation

It is a problematic subject and an important matter when the heiress has to deal with generation gap, due to the difference of ideas and working methods which cause many disagreement and disapproval from the predecessor at the beginning of transition process; this kind of matter is inevitable that's why it caused several confrontations, arguments and the sensation of not being themselves of the heiresses, also, the teach methods and comparisons from the predecessor creates significant discomfort and stress to the successor at work.

Topic 2 Obstacles of relationship

The negative feelings from family relation in the business wasn't something the heiresses were expected. In family business, understanding the relation is a delicate and important matter; because work usually connected with bond between child and parents, when there is a situation where both parties disagreed, they usually couldn't separate their status as family and coworkers, that's why they

weren't afraid to confront or use highly offensive words; this caused discomfort, stress, discouragement, resentment, boredom, avoidance, lack of motivation and unhappy at work.

The succession of family business is important and challenging for the heiress, but isn't not that difficult for the family convince their daughter to take charge of the business, that is to say, the heiress is willing to support the family, lighten the burden of parents so they can have more comfortable life, the heir's willingness makes the succession process goes smoothly, because most of them are open-minded, with low ego, if there were well prepared, it will highly benefit the company. That said, in the context of female heir, preparation is the key factor to a smooth transition, which a knew knowledge for this research as:

Topic 1 the preparation of the heiresses in terms of business experience, will help them to be accepted by employees when it's they were fully involve in the business and besides experience, the heiresses also need to gain experience with employee relationships, including relationships with parents, which will allow them to experience positive relationships, to reduce conflicts and misunderstandings that will arise in the future.

Topic 2 most of the heiresses have faced negative feelings about work and family relationships, when joining the family business in the early days which is a period that they couldn't yet been able to adapt and requires some adjustment time approximately 2-3 years; During this adjustment phase, the heiresses may encounter awkward situations, stress, frustration, misunderstandings or unhappiness at work, but if the heiresses had been prepared before, understood the

difference of business and family relation, the timing of adaptation and negative experiences at the beginning of the transition, may be reduced or does not occur quite as often.

Topic 3 Prepare for not being accepted at the beginning of the transition, meaning that parents usually see the heiresses as a child, and have difficulties to consider them as coworker or business partner; this might lead to conflict and burst of emotion between the two parties, that is to say, age gap may cause different ideas and working method, it takes time to adjust for both sides, including how to gradually find a suitable way of communication, right timing to presentation new ideas. To gain the predecessor acceptance, the successor requires more patience, because being rejected from time to time for having good intention for the business, can affect the feelings of the heiresses, which can make them decide to leave the family business behind.

Topic 4 Preparing to open up and talk openly between the two parties early on, to gain guidance, clear decision-making power and responsibility. Because family businesses characteristic is that they usually don't have clear rules or planning; allowing for self-learning, lack of guidelines can cause confusion, of authorities, responsibilities, cross of boundary in the duty which resulted in a quarrel, confrontation. This matter seems simple, but in reality, the heiresses may face lack of cooperation or conversation depends on the personality of the successors.

Despite all these aforementioned issues, the study found no female heirs had the feelings of hatred or hindering in their progress in the succession of the family business and being judge on ability based on their gender. It shows that women's

abilities are now more accepted, fewer negative attitudes from society and family, especially from the family business perspective, this is an important discovery from this independent study.

4.3 Predecessor attitude on the business succession

From the interview with owner/predecessor of the family business, business planning is challenging and difficult process, but it was found that the predecessor did not have a fixed successor selection criterion, instead the selection is based mainly on the children who were interested in the business.

“I never force them to help, whoever wanted, I would give them a chance but sometime I created some motivation for them to be interested in the business because I think that one will be suitable for this job” IPB 1

“My eldest daughter was always closed to me, I’ve told her before and her personality is suitable, she’s also more concerned than the others, but I didn’t restrict her chance to try what she wanted to do, when it’s the right time, I then told her to comeback” IPB 2

“I knew them (the children) since they were kids, made them come to the factory for little tasks then observe; when they grew up everything seems clearer and I know which one can truly help the business” IPB 4

“I never forced them, but I’ve always wanted them to help, all of these were built for them” IPB 6

“There are no specific rules, depends on who is interested” IPB 9

At the same time, some predecessor has a specific rules and principles to choose their successor

“I wish that the one who will succeed me will be fair to the family, to their siblings, patient and knowledgeable, skills as well so the business can go on” IPB
10

With additional interview, it was found that the predecessor begins with understanding the personality traits of each heir, what personality traits do they have and who is more suitable as an element of decision in the succession, the predecessor is the person who knows the heir's character best. Each relative has different personality traits.

“The children have their own personality, the eldest son is a quick thinker, patient but quite sensitive, not a lot of motivation; the second child (daughter) loves the family, pay attention to details, kind hearted, this one is a bit standout than the other, she is quite determinate, if she wanted something it needs to be done, sometimes I think to always wanted to win; the third child (son) loves the family, determinate but not very patient, a bit of rash; and the youngest son is quite confident, disciplined but quite introverted somedays I don't even see his face” IPA
1

“My children are in a complete opposite spectrum; the eldest daughter is a very outstanding leader, quick thinker, flexible, and a hustler maybe she was used to work in factory since young age; but with the second daughter she is much more reserve, great at studying but a bit slow at work; and the youngest son is also great at studying, he wants to be a doctor, extremely introverted, likes to spend time

alone” IPB 2

“The eldest son has his own personality, wayward, doesn’t like being around many people; the second child (daughter) is patient, isn’t afraid to confront people, always find a solution to problems, impetuous; the third child (daughter) is reserve, sensitive; the youngest daughter, this one good at studying, loves to study but doesn’t like business, she’s not very cunning” IPB 6

“My eldest son is hotheaded, wayward can’t resolve urgent problem; the middle son likes to plan, ambitious but don’t pay attention to details and doesn’t like being told what to do; the youngest daughter pay attention to the family, to small details which help me to think deeper as well, but she’s a bit impatient and headstrong” IPB 7

“My eldest son is creative, good at designing but high ego, doesn’t accept reality, introverted, loves his siblings but not a hard-worker; the second daughter loves the family, taking good care of the family, not good in school but grew up to be very responsible which quite surprised me; the youngest son has a mind modern generation because of his age gap with his siblings but quite impatient” IPB 10

From the interview with the predecessor, the researcher found interesting response regarding personality traits of each heir, which the predecessor could answer very clear and fast about their different personality; These traits are essential component , when it comes to succession process; in reflect on how the parents monitored and have expectation for their children since the beginning and understood that personality traits as well as their attitude towards family business give the parents a better perspective to choose the successor. But in the end, it’s up

to the children, the parents only try to find the most suitable heir for the job within all the options, no one will be forced to take charge, because the sustainability of the business depends on the one who loves and cares for it. Additionally, according to the contributor, age is also an additional factor for the succession process.

“Age can be the factor, but if there are other things that can compensate such as skills and knowledge, management technique; the age matter will disappear; about birth order and gender, these have nothing to do with business succession” IPB 10

“I mainly observe my children if they are ready, gender, birth order doesn’t have any effect, there are many excellent business women nowadays” IPB 2

“Age has something to do with it, I want my children to help me, for gender I think this is a new era, if you’re ready then you can do it” IPB 5

“Age has some impact, needs to be mature enough to manage the business, as for gender I think isn’t important, the one who loves this job, this is more important” IPB 7

“At the begin age plays role on who will be the one to help in the business first, but when they grew up each has their own ways; at this point I didn’t care about gender or birth order” IPB 9

Furthermore, when discussing about the selection of the heiresses to succeed to business, there are some hidden reasons and subject which have some similarity.

“She wanted to help me, always came to ask if I need help, in which part she can be useful; after I saw her like this, I feel relief and comfortable to let her

seriously be involve” IPB 1

“I brought her to the factory at young age, told her everything because she is very curious, she’s also a nice kid who likes to help others, when she grew up, she always asked me about how the factory is going; when it was the right moment, I then asked her to help” IPB 2

“She is someone who can sacrifice for the sack of the family, I know she did it for the family because her older brother doesn’t want to do it, (she) must be very tolerant because this is more like men’s work, and this is her quality” IPB 3

“She can adapt well, very tolerant, being Chinese, she has to deal with loud talking, tantrum; working with old generation isn’t easy but I think that she did better than the others, if she inherit, I would feel comfortable to retire” IPB 6

“Her attention to family is a very good thing, good with taking small details as well, our business is a very delicate work, when we argue she hide her temper better than her siblings” IPB 7

“The middle child (daughter) is fair, doesn’t take advantage on her siblings, if it’s for the family she’ll do it, sometimes I knew she sacrifice herself because there are some of the things she doesn’t like; but her fairness makes me feel relief, shouldn’t be any problem in the future” IPB 10

The study reflects the predecessors want the successor to be mature, tolerant, good emotional control, help others and sacrifice for the family; the predecessors are concern about conflicts that might occur in the future, especially when they are gone, that’s why they need an heir who can address to the upcoming the family

problems, gender therefore didn't really matter.

In term of the succession plan, for the preparation of the heirs, most of the predecessor don't have particular rules, it's rather based on observation of the heirs and then gradually insert knew knowledge step by step, because teaching business to the heirs is the least they could do to assure that the business they've built will pass on and it will continue to grow in the hand of the new generation.

"I try to train her in aspect of the business, that she can have various skills, can do what she was interested in because it might be useful for the business in the future; when there are things she could help I will ask her to; started with what she is interested in, then gradually and secretly put other task for her too [what is your plan for the succession] I gradually give her more power to make decisions and hand her important tasks then I will become her advisor" IPB 1

"Establish well-structured business, develop the business that go along with current world, asked her to help thinking of new ideas so she can share the experience" IPB 2

"Our family always talk about work, the kids then knew more or less about the factory work, there are difficult parts; when she came to work seriously, I make her learn about the basic ones, for the difficult parts I slowly ask her to learn so she won't feel too much pressure" IPB 4

"When she decided to help, I handed a task to try, try by herself, I know she is stress, she feels the pressure but this is to train her to be strong, patient with her environment; being an entrepreneur must tolerate many things, if she can do it

means that I also succeeded in life” IPB 6

“Not really planning that much, look if she’s ready, if she is then I’ll let her do, try make her take care of herself, in case of problems she can come for advices”

IPB 7

“Have her train the company then gradually teach, give her tasks and train her to take care of more important work, observe her achievement then slowly retire, I’ll be the babysitter who look from the distance” IPB 10

From the analysis of the contributor found positive attitude of the predecessor towards business succession to the heiress, meaning that parents give opportunities to the heiress to have more roles in business, even though there are male heirs in the family, this contradict the theory from literature review which stated that son will receive more opportunities, regardless of their abilities; the data from interview found that, if the heir is read and interested in the business, regardless of Gender and Birth order, the successor is willing to give a chance; this study reflects on a group of family business which accept the capability of female heir, neglect old tradition and focus more on the most suitable successor.

With additional interview, about how the business owner plan for their son-in-law in the work, most of them share some perspective as follows:

“Honestly, I don’t want them to work together, they should be separate, so, they won’t have any problems in the future; currently I’m not too worry about this, because she doesn’t seems to be interested (in getting married) but when the day comes I will clarify it to her” IPB 1

“I’ve seen these problems, difficult to manage, and the one who will be stressful would be my daughter, so better have them work separately” IPB 3

“My daughter is a bit manly, so I’m not worry about son-in-law at all, but If there is, I must tell them to work separately” IPB 5

“She saw many arguments, mom and dad always argue, she (daughter) also said it’s better to work separately, the business belongs to our family, if she wanted to do with her husband, she’ll create a new one, she’s don’t want any trouble with the family” IPB 7

“Her husband also has his family business, they do it separately, so nothing to worries” IPB 8

“I’ve seen this issue of introducing outsider in the business, this isn’t an easy situation, even though he’s my daughter’s husband, there will be more problems to follow at work” IPA 9

“We talked about it since the beginning, the husband must do other business, should not be involve in family business, so they can consult to each other as a couple and don’t have to think about management together” IPB 10

Only 1 contributor who said that there is a chance to have son-in-law working in the business, but the family must discuss and organize so it won’t cause any problem later on *“In my family all the other kids already have their own path, whereas my eldest daughter, her boyfriend (husband) graduated from engineering school, I might ask him to help my daughter when time is right [Do you worry about potentially problem that might come] if my son-in-law come to help, then I’m*

a little worry, we must discuss, well arrange or else it can cause problems; but I knew him since little, so I'm still chill about this" IPB 2

From the information, the predecessors are concern about the idea of the involvement of the son-in-law; deep down they worry about the potentially future problems, thus, management distress usually fall into same direction, that's why working in separate business is a better option.

4.4 Predecessor attitude on family relationship

From the perspective of the predecessors on family relationship, it was found that when the heiress participated in family business, both parties meet in each other more often and discover new aspect of the relation.

"I don't feel much of a difference with our relationship, sometimes we argue, sometimes we understand each other which is normal for family [Do you argue about work] it happens when we have different opinions at the beginning; sometime I didn't get her points, but later I tried to step backward a bit, depends on reasons and appropriateness, because some of the ideas are quite new and pretty interesting" IPB 1

"We spent more time together, before that we only talk sometime in the weekends, now that we work together, much more time, but we usually talk about work other things in our relation are still normal [Do you argue about work] yeah, if we have different opinions, use more reasons, I always told her that we can talk if she has something to say; I let her do thing her way, teach her one thing to another, and some task I just gave her full authority so that we can reduce any conflict" IPB

“At first, we (mom and dad) think it’s normal, our family was always like this, we work really hard for the family, but when we realized that our daughter was depressed, started drinking and sees the doctor, that’s when we knew we had to re-adjust, she’s really nice, really open-minded; I never thought she would be that depressed” IPB 4

“We had some confrontation because of different opinions, also, because of our age gap, we see things in a different perspective; so, we adapt, but I think this is just normal” IPB 6

“More arguments, due to the fact that she’s my daughter I usually pamper her, but when it comes to work, we sometimes disagreed, leading to argument; but she still listened, she tried to calm down, I also tried to get her points; slowly adjust, nothing to worry” IPB 7

“We became closer, I’m grateful to have her at work, to improve family business [is there any conflict between you] yeah, sometime, we sulk each other for weeks but this is just an adaptation process, it’s normal” IPB 9

“No difference in our relation, some management differences bit we tried talk and adjusted our attitude, exchanged ideas then we got along pretty well [how do you deal with conflict between you two] she is a good listener, we talked about positive and negative of each subject and experiment them to prove which one is better and it’s good that she doesn’t have high ego, that’s why we have few the problem” IPB 10

The analysis has shown that predecessor viewed the conflict in family business as a common situation which can be resolved by engaging in more conversation between the owner and the heiress. In reality, the predecessor usually missed many details regarding the effect of the dispute towards the heiress because the latter was more sensitive about this issue, which led to distress, discomfort and had a negative effect on their mental health.

The results of the study reflect that the predecessor expected a lot from the heiress, and felt pleasant teaching and training to be the successor of the business; as well as feeling comfortable to say anything in mind because of the relation they have and thinking it's much better to pass the business to someone within the family. Despite good intention of the parents of preparing their child to be knowledgeable to deal with incoming problems in the business, on the other hand the heiress might hide their distress for the reason of not wanting to disappoint their parents.

From the perspective of the predecessor, the succession of a business is a delicate process, with no specific steps and rules. Studies of a group of predecessors found that the female heirs were given the opportunity to inherit the business willingly, contradicting the theory of social barrier towards women in the context of business as well as the Glass Ceiling effect that prevented women to be selected in high position, meaning that current owners didn't have any reason to choose their male heirs more than the female ones; Instead, the study has shown the challenge of choosing a business successor is related to the heirs' personality, demeanor and attitude towards their parents and the employees, which is a sensitive, delicate issue that can create tensions as much as distress; The business owner must be patient