



Parental Influences on the Next Generation's Intention to join their Family Business

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ABSTRACT

The unwillingness of next generation family members (NGFMs) to join the family business jeopardises its long-term survival. Although many factors influence a person's choice of career, including the choice of joining the family business, parents are by far the most influential. The primary objective of this study was to identify the influence that parents have on a NGFM's intention to join the family business. A structured questionnaire was distributed to South African respondents who have parents who own a family business. Respondents were identified by means of judgemental sampling. A total of 453 useable questionnaires were subjected to statistical analysis. The validity of the scales measuring the dependent and independent variables was assessed by means of factor analysis and the scales' reliability by calculating Cronbach's alpha coefficients. Both descriptive and inferential statistics were calculated. Multiple regression analysis was used to assess the hypothesised relationships. The results indicate that three parental influences (parental expectations, perceived parental outcomes and parental identification) significantly influence a NGFM's intention to join the family business. Knowing which aspects under their control influence their children's choice of whether or not to join the family business, enables parents to better manage these aspects.

Key phrases

Career choice; Family business; Intention to join the family business and Next-generation family member(s)

1. INTRODUCTION

Family businesses are responsible for between 50 and 80% of jobs worldwide, and between 70 and 90% of global gross domestic product (GDP) (Family Firm Institute 2018; Henry, Nelson & Lewis 2017; KPMG Family Business Survey 2015; Steers & Osland 2020:7). As a result there is a growing interest in family businesses (Benavides-Velasco, Quintana-Garcia & Guzman-Parra 2011; Family Firm Institute 2018; Xi, Kraus, Filser & Kellermanns 2015). Of specific interest to both practitioners and academics is the lack of succession and longevity among family businesses (De Massis, Chua & Chrisman 2008; Family Firm Institute 2018; Liu, Wang, Li, Pan & Tang 2013; Van der Merwe 2009). Several factors have been identified as influencing the aforementioned; however, the next generation not wanting to join the family business has been highlighted by several authors (Ghee, Ibrahim & Abdul-Halim 2015; Venter, Boshoff & Maas 2005; Yang, Xi & Han 2013) as contributing to the high failure rate among family businesses. Garcia, Sharma, De Massis, Wright and Scholes (2018) point out that less than seven (7)% of emerging family members are willing to take over the family business. According to Yang *et al.* (2013), a child's willingness to participate in and carry on the family business is crucial for the smooth intergenerational transmission of the family business.

There are many factors relating to both the individual, their environment (Muofhe & Du Toit 2011; Murphy & Lambrechts 2015; Zellweger, Sieger & Halter 2011), and other people (parents, business leaders, political figures, teachers, peers, church leaders) (Cleary, Horsfall & Jackson 2013; Palacio 2013) that influence a person's choice of career, including the career choice of joining the family business. Parents are by far the most influential (Erickson 2014) and have the ability to influence their children's career choices intentionally and unintentionally (Williams 2015). Investigating the motives that drive children with a family business background to join the family business on the one hand, or to become an employee outside the family business on the other, is highly pertinent given the worldwide social and economic relevance of family businesses (Astrachan & Shanker 2003; Zellweger *et al.* 2011).

2. PROBLEM STATEMENT AND PRIMARY OBJECTIVE

The unwillingness of NGFM's to join the family business jeopardises the long-term survival of the family business and is a matter of great concern for their owners, who have a strong

desire to pass on the business to the next generation and to preserve the family's legacy (EY's Family Business Center of Excellence 2018). Without the next generation becoming involved in the family business, the business may continue, but without the involvement of the family, it can no longer exist as a family business. Several studies have investigated the attitudes and motivations of children of family business owners in general (Garcia *et al.* 2018; Schröder, Schmitt-Rodermund & Arnaud 2011; Sharma & Irving 2005; Zellweger *et al.* 2011) and the motives of NGFM's to join the family business (Garcia *et al.* 2018; Chrisman, Chua & Sharma 2005; Le Breton-Miller, Miller & Steier 2004; Sharma & Irving 2005). As far as can be established, no study has specifically focused on empirically testing the influence that parents have on the intention of their children to join them in the family business. Given the important role that parents play in the career choices of their children (Ausman, Javed, Ahmed, Abdul Samad, Pour, Mathew, Shaikh, Al-Sharbatti & Sreedharan 2013; Koech, Bitok, Rutto, Koech, Okoth, Korir & Ngala 2016; Schroder *et al.* 2011; Shumba & Naong 2012; Taskinen, Dietrich & Kracke 2014), the primary objective of this study was to identify how parents influence a NGFM's intention to join the family business.

3. LITERATURE REVIEW

3.1 Underlying Theory

This study draws on the theory of planned behaviour to explain how parents influence the intention of their children to enter the family business as a career choice. The theory of planned behaviour is the most widely used theory for studying human behaviour (Guzmán & Guzmán-Cuevas 2012; Miller 2017:583; Wach & Wojciechowski 2016:84) and explains that "behaviour is the result of a conscious decision to act in a particular manner" (Knabe 2012:24). The theory contends that three factors influence intentions and behaviours (Ajzen 1991), namely attitude towards the behaviour, subjective norms, and perceived behavioural control. The more favourable the attitude and subjective norms are with respect to certain behaviour, and the greater the level of perceived behavioural control, the stronger the individual's intention will be to perform the behaviour under consideration (Ajzen 1991; Guzmán & Guzmán-Cuevas 2012). In the context of the family business, parents have an influence on each of the aforementioned factors, which in turn influences their children's intentions and behaviour in terms of joining them in the family business.

Ajzen (1991:182) describes the attitude towards performing the behaviour as "an individual's perceptions of the desirability of performing the behaviour". According to Zellweger *et al.* (2011), growing up in an environment where parents are the owners of a business represents a particular context in which career intentions are formed. Children who are

raised in a family business are often closely exposed to the challenges and opportunities associated with an entrepreneurial career (Garcia *et al.* 2018:235, Zellweger *et al.* 2011). These early life experiences mould an individual's beliefs, attitudes, personality and intentions (Zellweger *et al.* 2011:524).

Subjective norms refer to the perceived pressure received from society by a person to perform or not to perform certain behaviours (Ajzen 1991). Krueger, Reilly and Carsrud (2000) explain that perceived social norms look at the perceptions of what important people (parents, friends or mentors) in the individual's life think about a particular behaviour. Family and friends play a crucial role in determining a person's social norms (Dwivedi, Wade & Schnebenger 2012; Guzmán & Guzmán-Cuevas 2012). Stalk and Foley (2012) contend that some family business owners make their children feel obligated to join the family business. Sharma and Irving (2005) also highlight that NGFM's feel bound to the business because of a perception that other career alternatives are not an option.

Guzmán and Guzmán-Cuevas (2012) explain that "perceived behavioural control reflects a person's perception regarding his/her capacity to achieve a specific result". Individuals usually adopt behaviours that they believe they will be able to control and master (Fayolle 2007). When NGFM's have been exposed to a career path through working in the family business, they are more likely to be interested in that career path (Sharma & Irving 2005). Adopting a career with which they are familiar is easier, as it lies within their area of comfort (Sharma & Irving 2005). Parents who continuously prepare their young family members by providing them with information and allowing them to participate in the family business, are more likely to influence the NGFM's succession intentions (Bryant, Zvonkovic & Reynolds 2006; Schroder *et al.* 2011).

3.2 The Influence of Parents on Career Choice

Chan (2004:82) defines a parent as the "individual entrusted with the process of developing and utilising his/her knowledge and skills appropriate to planning for, creating, giving birth, rearing and/or providing care for offspring". Children often hear their working parents discussing issues relating to their occupations, which leads to these children developing perceptions of what their parent's careers are like (Galinsky 2001; Williams 2015).

Children who are raised in a family business with a transgenerational perspective are often closely exposed to the challenges and opportunities associated with an entrepreneurial career (Zellweger *et al.* 2011). These children are exposed to career planning that involves balancing their personal career interests with family interests, and with employment opportunities within the family business (Murphy & Lambrechts 2015). Parents have the

ability to influence the career choices of their children in several ways. For the purpose of this study, several well documented parental influences will be focused on, namely parents' job characteristics, parental financial security, parental job satisfaction, parent-child relationship, parental identification, parental expectations, parental support and parental style. Each of these parental influences is briefly described in Table 1. Studies supporting these parental influences on the career choices of their children in general, as well as a career choice of joining the family business, are also provided.

Table 1: Parental Influences on Career Choice

Influence	Description	Career choice studies	Family business studies
Parents' job characteristics	Can be described in terms of the necessary skills and knowledge needed to perform the job (Bates 2015), the job conditions that exist, the remuneration received, the career development opportunities available and the interpersonal relationships that exist (Chang, Chou & Cheng 2007).	Bates (2015); Haase and Lautenschläger (2011); London (2009); Schneider and Waite (2005).	Schroder <i>et al.</i> (2011); Porfeli, Wang and Hartung (2008); Kalil, Levine and Ziolk-Guest (2005).
Parental financial security	Refers to a deep-rooted emotion (Jessop, Walker & Aune 2012) that there will be enough money to support and provide for their family's needs (Arffa 2001; Williams 2015) and that they will have a comfortable lifestyle at retirement or have sufficient funds in the case of premature death (Arffa 2001).	Williams (2015); Shumba and Naong (2012); Baines (2009); Stebleton (2007); Leppel, Williams and Waldauer (2001).	Prior (2012); Boissin, Branchet, Delanoe and Velo (2009); Venter <i>et al.</i> (2005); Garcia <i>et al.</i> (2018).
Parental job satisfaction	A parent's level of job satisfaction is based on their attitudinal evaluative judgements of their job and their job experiences (Ilies, Wilson & Wagner 2009; Sieger, Bernhard & Frey 2011; Van Dyne & Pierce 2004), whether they receive recognition (Zaidi & Iqbal 2012) and experience feelings of accomplishment (Zaidi & Iqbal 2012), as well as on the importance placed on their job by the organisation for whom they work (Zaidi & Iqbal 2012).	Alphonse (2016); Williams (2015); Mungai and Velamuri (2011); Gacheru (2007); Sharf (2002:168).	Schroder <i>et al.</i> (2011:309).

Influence	Description	Career choice studies	Family business studies
Parent-child relationship	The nature of the relationship between a parent and a child can be described in terms of the bond they share and the level of interdependence between them (Melin, Nordqvist & Sharma 2014; Mercer 2005), the level of trust (Palos & Drobot 2010) and the degree of open communication they experience (Qu, Fuligni, Galvan & Telzer 2015), as well as the extent of conflict in their interactions (Hargrove, Inman & Crane 2005; Melin <i>et al.</i> 2014; Qu <i>et al.</i> 2015).	Tziner, Loberman, Dekel and Sharoni (2012); Palos and Drobot (2010); Keller and Whiston (2008); Choje (2005).	De Massis <i>et al.</i> (2008); Venter <i>et al.</i> (2005); Brockhaus (2004); Le Breton-Miller <i>et al.</i> (2004); Sharma, Chrisman and Chua (2003).
Parental identification	A psychological process where children assimilate an attribute of a parent (Reinelt & Roach 2010) and perceive themselves to be similar to a parent (Wildmann 2016).	Wildmann 2016; Connell and Goodman (2002).	Garcia <i>et al.</i> (2018); Whetten, Foreman and Dyer (2014); Schroder <i>et al.</i> (2011).
Parental expectations	The beliefs and judgements (Glick & White 2004; Goldenberg, Gallimore, Reese & Garnier 2001; Yamamoto & Holloway 2010), based on an assessment of their child's capabilities (Yamamoto & Holloway 2010), and on what parents believe their children will achieve in the future (Glick & White 2004; Goldenberg <i>et al.</i> 2001; Yamamoto & Holloway 2010).	Kumar (2016); Jungen (2008); Jacobs, Chhin and Bleeker (2006); Taylor, Harris and Taylor (2004).	Melin <i>et al.</i> (2014); Yang <i>et al.</i> (2013); Stalk and Foley (2012); Zellweger <i>et al.</i> (2011); Yan and Sorenson (2006).
Parental support	Refers to the instrumental assistance (e.g. financial and material support, assistance with performing tasks) and socio-emotional assistance (e.g. encouragement, active listening, reflection and reassurance), both actual and perceived, provided by parents to their children (Garcia <i>et al.</i> 2018; Ordonez 2009; Turner & Lapan 2002).	Olaosebikan and Olusakin (2014); Rani (2014); Bhattacharya (2013); Parker (2000).	Garcia <i>et al.</i> (2018); Ali, Ahsan and Dziegielewski (2017); Björnberg and Nicholson (2012); Schroder <i>et al.</i> (2011).
Parental style	Refers to the set or system of behaviours (Zahedani, Rezazee, Yazdani, Bagheri & Nabeiei 2016), attitudes (Bao 2001), and interactions (Zahedani <i>et al.</i> 2016) that create a framework for the parent and child, which is communicated to the child through parenting practices (Bao 2001).	Rani (2014); Mandara (2006).	Cooper, Kidwell and Eddleston (2013); Jones (2012); Marshall (2001).

Source: Authors' own construction

Given the literature support provided in Table 1, the following hypotheses were subjected to empirical testing in this study: There is a positive relationship between the parental influences, namely parents' job characteristics (H^1), parental financial security (H^2), parental job satisfaction (H^3), parent-child relationship (H^4), parental identification (H^5), parental expectations (H^6), parental support (H^7), and parental style (H^8), and a NGFM's intention to join the family business.

4. RESEARCH DESIGN AND METHODOLOGY

This study adopted a positivist research paradigm and a quantitative methodological approach that was deductive in nature. The methodology adopted to collect the primary data was an analytical survey of a cross-sectional nature. The data was collected by means of a structured questionnaire and analysed statistically.

4.1 Population and Sample

The population consisted of all South Africans over the age of 18 years, whose father or mother, or both, own and/or are actively involved in their own family business. Judgemental sampling was used to ensure that potential respondents met specific criteria, namely (1) the person must be over the age of 18 years; (2) the family of the respondent owns more than 50% of the family business; and (3) the respondent's father or mother, or both, own and/or are actively involved in their own family business. Of the 600 questionnaires that were distributed, 453 were useable, resulting in an effective response rate of 69.37%.

4.2 Measuring Instrument and Data Collection

The measuring instrument consisted of two sections. Section A confirmed the eligibility of the respondent to participate in the study and posed several questions relating to the family business of the NGFM's parent(s) and demographic information relating to them. Using a five-point Likert scale (ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*), Section A also posed three randomised statements regarding future employment. Section B posed several statements measuring the parental influences investigated in this study as well as the NGFM's intention to join the family business. Extent of agreement was indicated on a five-point Likert scale (ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*). In total, 60 randomised statements sourced from previous studies (see Table 2) were posed.

Table 2: Measuring Instrument

Independent variables	Items	References
Parents' job characteristics	8	Bayona, Caballer and Peiro (2015); Baloyi, Van Waveren and Chan (2014); Farrington, Sharp and Gongxeka (2013); Gongxeka (2012); Suman and Srivastava (2009).
Parental financial security	5	Financial well-being questionnaire (2017); Kupangwa (2015); Gongxeka (2012); Farrington, Venter, Eybers and Boshoff (2011).
Parental job satisfaction	6	Kupangwa (2015); Baloyi <i>et al.</i> (2014); Steger, Dik and Shim (2012).
Parent-child relationship	8	Dayle (2016); Dixon, Bernes and Fair (2014); Mills 2009; Lange, Evers, Jansen and Dolan (2002); Kerns, Spelmeier, Gentzler and Grabill (2001).
Parental identification	7	Sawitri, Creed and Zimmer-Gembeck (2013); Mills (2009).
Parental expectations	6	Jacob (2010).
Parental support	7	Schroder <i>et al.</i> (2011); Linan and Chen (2009); Bryant <i>et.al.</i> (2006).
Parental style	6	Gafoor and Kurukkan (2014).
NGFM's intention to join the family business	7	Kautonen, Van Gelderen and Fink (2015); Sieger and Monsen (2015); Mould (2013); Gongxeka (2012); Fatoki (2010); Farrington (2009); Gupta, Turban, Wasti and Sikdar (2009); Linan and Chen (2009); Souitaris, Zerbinati and Al-Laham (2006).

Source: Authors' own construction

Data was collected by fieldworkers between March and May 2018 using a structured questionnaire.

4.3 Data Analysis

The statistical software STATISTICA version 13.3 was used to perform the analysis in this study. An exploratory factor analysis (EFA) was undertaken to assess the construct validity of the instrument measuring the independent variables (Cooper & Schindler 2008). In assessing the validity of the scale measuring the dependent variable, NGFM's intention to join the family business, a test for unidimensionality using a factor analysis was undertaken. Testing for unidimensionality is done when an individual underlying trait is responsible for all common variance among item responses (Robins, Fraley & Krueger 2009:413). Unidimensionality was considered appropriate for the dependent variable because the items used have been found valid and reliable in several previous studies (Farrington & Beck 2017; Gongxeka 2012; Mamoudou 2013). When undertaking the factor analysis, factor loadings of 0.50 or greater (Hair, Black, Babin, Anderson & Anderson 2014), were considered practically significant. Cronbach's alpha (CA) coefficients were used to assess the reliability of the measuring instrument; coefficients of greater than 0.6 were regarded as providing sufficient evidence of reliability (Hair *et al.* 2014). Thereafter, descriptive statistics

were calculated to summarise the sample data and inferential statistics to assess the hypothesised relationships.

5. EMPIRICAL RESULTS

5.1 Sample Description

The majority of family businesses associated with the respondents were owned by the respondents' father (46.80%). Almost one third (32.23%) were owned by both the respondents' father and mother, and only 6.33% by the mother alone. When measuring the length of time the respondents' parent(s) had been involved in the family business, the results indicated that 58.06% of parent(s) had been involved for more than 10 years, and the remaining 41.94% indicated their involvement as being less than 10 years. The family businesses were predominantly owned by first-generation (78.59%) family members, and 21.41% were owned by the second or later generations. The majority of family businesses were located in the Eastern Cape (72.41%), with small numbers located in each of the other provinces in South Africa. A more or less even number of family businesses employed between 5 and 10 employees (31.13%), and fewer than five employees (28%). The remainder (39.97%) employed more than 10 employees. The majority of family businesses operated in the services industry (50.55%), and 23.62% in the retail and/or wholesale industry. The remainder (25.83%) operated either in the manufacturing industry, a combination of retail, wholesale, manufacturing and service industries, or in the construction and farming industries.

The majority of respondents were male (60.04%), between the ages of 18 and 20 years (35.98%) or between 21 and 25 years old (35.54%), and did not have a post-matric qualification (57.17%). Most respondents were Black (42.38%), followed by White (31.79%) or Coloured (15.46%). More than half (52.76%) of the respondents indicated that they were studying either full or part-time, or that they were already working in the family business of their parent(s) (26.05%). A summated mean score of 3.65 was reported for the perception of future job opportunities, with the majority (60.84%) agreeing that they were confident that job opportunities of interest were available to them.

5.2 Validity and Reliability

In testing the unidimensionality of NGFMs' intention to join the family business, principal component analysis was specified as the method of factor extraction. All seven items expected to measure the dependent variable loaded onto one factor with factor loadings of

above 0.5 and a CA of 0.95 was reported (see Table 3). Satisfactory evidence of validity and reliability is thus provided for the scale measuring the dependent variable.

Seven factors emerged from the EFA undertaken on the independent variables, explaining 22.11% of the variance in the data. Most items loaded as expected; however, several items measuring parents' job characteristics, financial security and job satisfaction loaded onto one factor. Based on the nature of the items that loaded, the factor was renamed "perceived parental outcomes". In addition, five of the seven items intended to measure parental support loaded together, but owing to the nature of these items, the factor was renamed "early business exposure". Except for parental style, all factors reported CAs of more than 0.7. Parental style was, however, retained because its reported CA was at an acceptable level of 0.599 (Hair *et al.* 2014). The validity and reliability results for the independent variables are summarised in Table 3.

Table 3: Validity and Reliability Results

Variables	Original items	Items loadings	Minimum and maximum loadings	CAs
NGFM's intention to join the family business	7	7	0.924 – -0.809	0.951
Parental expectations	6	5	0.846 – 0.774	0.918
Parent-child relationship	8	9	0.792 – 0.569	0.883
Perceived parental outcomes	-	11	0.791 – 0.509	0.916
Parental identification	7	4	0.814 – 0.675	0.852
Parental style	6	4	0.632 – 0.565	0.599
Early business exposure	-	5	0.773 – 0.502	0.779
Parents' job characteristics	8	3	0.779 – 0.531	0.715

Source: Authors' own construction

From Table 3 it can be seen that satisfactory evidence of validity and reliability for the scales measuring the independent variables is provided. Based on these results, the operational definitions were reformulated. These, together with the renumbered hypotheses, are summarised in Table 4.

Table 4: Reformulated Operational Definitions

Factor	Operationalisation
NGFM's intention to join the family business	Refers to a NGFM preferring to work in the family business rather than elsewhere, as well as being determined and making every effort to pursue their career goal of joining the family business.

Factor	Operationalisation
Parents' job characteristics (H ¹)	Refers to a NGFM perceiving that their parent's job in the family business requires specialised knowledge and working closely with others.
Perceived parental outcomes (H ²)	Refers to a NGFM perceiving that their parent is satisfied with and grows professionally by working in the family business, and is able to earn a regular income which increases their wealth and obtain financial security.
Parent-child relationship (H ³)	Refers to a NGFM regularly spending time with and relating well to their parent, and perceiving their relationship as one where there is open communication, appreciation and respect.
Parental identification (H ⁴)	Refers to a NGFM perceiving that they have the same career interests as their parent and plan to follow in their footsteps.
Parental expectations (H ⁵)	Refers to a NGFM perceiving that it is the expressed wish and expectation of their parent that they join the family business.
Early business exposure (H ⁶)	Refers to a NGFM perceiving that their parent exposed them to the family business and told them stories about it, from a young age.
Parental style (H ⁷)	Refers to a NGFM perceiving that their parent controls the family household, is very strict, directs behaviour and expects unquestioned obedience.

Source: Authors' own construction

5.3 Data Description

NGFM's responded by means of self-reporting to the statements measuring the independent and dependent variables at the same time, and from the same measuring instrument, raising the possibility of common method bias. Harman's single-factor test (Reio 2010) was used as the post hoc statistical technique to assess the existence of common method bias. All the items measuring the constructs were included in the analysis. A single factor emerged, explaining 27.06% of the variance in the data, well below the threshold of 50% (Eichhorn 2014). This suggests that common method bias is not a matter of serious concern in this study. According to Ghasemi and Zahediasl (2012), all parametric tests are based on the assumption that the data follows a normal distribution. The Shapiro-Wilk W test was undertaken to assess whether the data was approximately normally distributed. The W statistic was reported as significant ($p < 0.001$) for all the factors under investigation. As a result, the hypothesis that all the respective distributions are normal should be rejected for all factors (StatSoft 2013). Despite this violation, several authors (Field 2009; Piirala 2012; Tabachnick & Fidell 2007) argue that when the dataset is large enough, the violation of normally distributed variables does not have a significant effect. A lack of normality can have serious effects on small samples (fewer than 50 cases), but the effect diminishes when a sample's size reaches 200 cases or more (Hair *et al.* 2014). The results of the statistical analysis should be interpreted in light of this violation, even though the sample size in this study is far greater than 50.

5.4 Descriptive Statistics

For discussion purposes, the response categories on the five-point Likert scale were categorised as follows: $1 \leq x < 2.333$ were categorised as disagree; $2.333 \leq x < 3.667$ as neutral; and $3.667 \leq x \leq 5.000$ were categorised as agree. The descriptive statistics for the dependent and independent variables are presented in Table 5.

Table 5: Descriptive Statistics

Factors	Mean	Std. dev.	Disagree%	Neutral%	Agree%
NGFM's intention to join the family business	3.13	1.10	28.48	36.20	35.32
Parent-child relationship	4.21	0.60	0.88	12.36	86.76
Parents' job characteristics	4.18	0.66	0.66	12.80	86.54
Perceived parental outcomes	4.14	0.65	1.77	17.66	80.57
Early business exposure	3.77	0.80	5.74	39.74	54.52
Parental expectations	3.29	1.16	22.52	33.77	43.71
Parental style	3.11	0.74	17.00	60.71	22.29
Parental identification	2.87	1.02	35.54	39.29	25.17

Source: Authors' own construction

The dependent variable, NGFM's intention to join the family business, returned a mean score of 3.13, with 36.20% of respondents being neutral and only 35.32% agreeing that they would prefer to work in the family business rather than elsewhere, as well as being determined and making every effort to pursue their career goal of joining the family business.

The independent variable parent-child relationship returned the highest mean score ($\bar{x} = 4.21$) with the majority of respondents agreeing (86.76%) that they regularly spend time with and relate well to their parent, and perceive this relationship as having open communication, and being appreciative and respectful. Parents' job characteristics returned the second highest mean score ($\bar{x} = 4.18$) with the majority of respondents agreeing (86.54%) that their parent's job in the family business requires specialised knowledge and working closely with others. Perceived parental outcomes returned a mean score of 4.14, with the majority of respondents agreeing (80.57%) that their parent is satisfied with and grows professionally by working in the family business, and is able to earn a regular income enabling increased wealth and financial security. Early business exposure returned a mean score of 3.77. Most respondents agreed (54.52%) and just more than a third were neutral (39.74%) in terms of their parent having exposed them to the family business and stories about it, from a young age. Parental expectations returned a mean score of 3.29, with most respondents (43.71%)

agreeing with the statements measuring this factor. The majority were, however, either neutral (33.77%) or disagreed (22.52%) that it was the expressed wish and expectation of their parent that they join the family business. Parental identification returned the lowest mean score ($\bar{x} = 2.87$). A relatively equal number of respondents were either neutral (39.29%) or agreed (35.54%) that they have the same career interests as their parent and plan to follow in their footsteps.

5.5 Inferential Statistics

The results of the Pearson's product moment correlations show that a NGFM's intention to join the family business was significantly and positively associated with all the independent variables in this study. Significant and positive relationships were also reported between all the independent variables themselves, except between parent-child relationship and parental style, and between parental expectations and parent-child relationship. Significant correlation coefficients varied between $r = 0.17$ and $r = 0.764$.

Before performing a multiple regression analysis (MRA), variance inflation factors need to be calculated to determine the existence of multicollinearity. Multicollinearity occurs when there are high correlations between two or more independent variables, meaning that one predictor variable can be used to predict the other, and in so doing has the potential of skewing the results in a regression model (Allison 2012). A measure of multicollinearity is the variance inflation factor (Hair *et al.* 2014). Variance inflation factors of less than 2 were reported for all the independent variables in this study, well below the threshold of 4 (O'Brian 2007). Given the correlations reported, none of which were above 0.80 as prescribed by Hair *et al.* (2014), and the variance inflation factors calculated, multicollinearity was not considered a problem when estimating the regression model using the data collected in this study.

In order to ensure that the results of an MRA are valid, several assumptions must be met. These assumptions were tested by performing a residual analysis. Using the case-wise plots, both the Cook's distance method and the deleted residual method failed to identify any outliers or influential observations. The normal probability plot of the residuals does not deviate from a straight line and it can be concluded that the regression residuals are normally distributed. In addition, the normality assumption was confirmed by a histogram of the residuals. To test for autocorrelation of the residuals, the Durbin-Watson test was performed. The test produced a Durbin-Watson statistic of 1.921 and a serial correlation of 0.039 for the sample. A Durbin-Watson d value of close to 2 and the serial correlation being very close to zero indicates that no residual correlation is present (Mendenhall 2003; Thejll &

Schmith 2005). Given the various tests undertaken, acceptable evidence of the MRA assumptions having been met is thus provided.

In the MRA, several variables were controlled to account for possible confounding influences. Given the important role of gender in family businesses (Rastogi & Agrawal 2010:8; Schroder *et al.* 2011) and the influence of gender on career choice (Correll, Kelly, O'Connor & Williams 2014; Hill & Giles 2014; Malach-Pines & Kaspi-Baruch 2008), gender was controlled in the MRA. It is well accepted that a person's qualifications (Braza & Guilo 2015; Eidimtas & Juceviciene 2014; Jelinski, Campbell, Lissemore & Miller 2008) and available job opportunities (Calitz, Greyling & Cullen 2013; Coldwell & Callaghan 2013) influence the career choices of individuals. Therefore, qualification and job opportunities were also controlled in the MRA.

Given that the global *F*-test's *p*-value estimate was significant ($p = 0.000$), at a five (5)% level of significance, the model was considered adequate for prediction purposes. The results of the MRA show that the control variables and the independent variables explain 67.55% of the variance in a NGFM's intention to join the family business (see Table 6). Significant negative relationships were reported between the control variables gender ($b = -0.153$; $p < 0.05$) and job opportunities ($b = -0.106$; $p < 0.05$), and the dependent variable NGFM's intention to join the family business.

Table 6: Parental influences and a NGFM's intention to join the family business

Dependent variable – NGFM's intention to join the family business			R ² = .6755
	Beta	t-value	Sig. (p)
Intercept	0.099	0.296	0.768
Gender	-0.153	-2.454	0.014**
Qualification	-0.118	-1.919	0.056
Job opportunities	-0.106	-2.916	0.004*
Parental expectations	0.229	7.187	0.000*
Parent-child relationship	-0.027	-0.490	0.624
Perceived parental outcomes	0.303	5.186	0.000*
Parental identification	0.607	17.936	0.000*
Parental style	-0.076	-1.770	0.077

Dependent variable – NGFM's intention to join the family business			R ² = .6755
	Beta	t-value	Sig. (p)
Early business exposure	0.057	1.346	0.179
Parents' job characteristics	0.049	0.935	0.350
(* p < 0.01; ** p<0.05)			

Source: Authors' own construction

In terms of the parental influences investigated, significant and positive relationships were reported between parental expectations ($b = 0.229$; $p < 0.05$), perceived parental outcomes ($b = 0.303$; $p < 0.05$) and parental identification ($b = 0.607$; $p < 0.05$), and the dependent variable NGFM's intention to join the family business. The beta coefficients reported for these relationships are greater than 0.20, suggesting interpretable linear relationships (Lee 2014). As such, the higher parental expectations, perceived parental outcomes and parental identification are, the more likely the intention of NGFMs to join the family business will be. On the other hand, no relationships were reported between the other parental influences (parent-child relationship, parental style, early business exposure and parents' job characteristics) and a NGFM's intention to join the family business as originally hypothesised. In other words, whether these parental influences are perceived to exist or not has no influence on a NGFM's intention to join the family business. Against this background, support is found for H² (perceived parental outcomes), H⁴ (parental identification) and H⁵ (parental expectations), but not for the other hypotheses, namely H¹, H³, H⁶ and H⁷.

6. DISCUSSION AND MANAGERIAL IMPLICATIONS

The empirical results of this study show a significant and positive relationship between perceived parental outcomes and an NGFM's intention to join the family business. This implies that the more NGFMs perceive that their parent is satisfied with and grows professionally by working in the family business, and is able to earn a regular income which increases their wealth and obtain financial security; the more likely NGFM's intentions will be to join the family business. This finding is supported by those of Schroder *et al.* (2011), who found that the more adolescents perceive their parent's self-employment as rewarding; the less likely they are to aspire to regular employment outside the family business. Similarly, Van Gelderen, Brand, Van Praag, Bodewes, Poutsma and Van Gils (2008) highlight that if the outcome of entering the family business is perceived to be too risky, then their child(ren) are discouraged to do so.

Parents of NGFMs should investigate which parental outcomes are most important to their children and then provide them with more information on those specific outcomes (for example, their salary and how working in the family business makes them feel). Parents should continuously share their experience of working in the family business with their children, and also explain how they and the family business are doing financially. In cases where the family business is not doing well financially, it is important to inform the next generation about the reality of the situation and about plans in place to create an improvement. Through the creation of a sharing culture between parents and children, the children associated with family businesses will have more realistic expectations of the expected outcomes of joining and working in the family business.

A significant and positive relationship is also reported between parental identification and a NGFM's intention to join the family business. This implies that the more NGFMs perceive that they have the same career interests as their parent(s) and plan to follow in their footsteps, the more likely they are to prefer working in the family business than elsewhere, as well as being more determined and making every effort to pursue their career goal of joining the family business. This finding is well supported in the career choice literature where several studies have reported a positive relationship between identifying with role models and following their career choice (Piccinato, Rodrigues, Rocha & Troncon 2017; Stahn & Harendza 2014), as well as between identifying with parents and following in their career footsteps (Murphy & Lambrechts 2015; Tziner *et al.* 2012). For example, Wildmann (2016) found that children are heavily influenced by parental models that they perceive are similar to themselves.

Children of family business owners usually develop a strong association between their parent and the business (Iannarelli & Mischel 2008). One of the reasons for this strong association is that founders of family businesses embed their personality, values and culture into the business (Iannarelli & Mischel 2008). Consequently, when these children identify with their parent(s), they also identify with the family business. Identifying with someone and interacting with them on a regular basis tends to shape a young person's career development in the same direction as that of the person with whom they identify (Liu, Ali, Soleck, Hopps, Dunston & Pickett 2004; Matshabane 2016). Family business parents must regularly spend time interacting with their children from a young age. In these interactions, parents need to frequently discuss their career in the family business and what it entails. Their children may then gain insight and direct understanding of what their parents do at work. Despite the stresses and time pressures of owning a business, parents must

continuously strive to make time to interact with their children on a social basis, and to discuss career interests and other topics with their children.

A statistically significant and positive relationship is also reported between parental expectations and a NGFM's intention to join the family business, implying that the more NGFMs perceive that it is the expressed wish and expectation of their parents that they join the family business, the more likely they are to have the intention to join the family business. This finding is supported by Kumar (2016), Jungen (2008) and Taylor *et al.* (2004) who found that a parent's expectations of their child contributes significantly to their career choice, and that without parental approval, children will be reluctant to pursue or even explore other career options.

Early management of both children's and parents' expectations in terms of children joining the family business, can assist in preparing NGFMs for a future in the family business; it also improves succession willingness (Yang *et al.* 2013). Garcia *et al.* (2018) explain that a parent's expectations serve as a strong binding force for NGFMs, which in turn positively affects their performance in the family business. Parents should realise that the expectations they have of their children in terms of joining the family business can influence the confidence, belief, attitude and desires of their children, either positive or negatively. Therefore, these expectations need to be realistic and attainable given the abilities and interests of their children. Expectations need to motivate and not discourage NGFMs from joining the family business.

7. LIMITATIONS AND CONTRIBUTIONS

There are many people who influence a person's intention to follow a particular career choice, including the choice of joining the family business (Palacio 2013; Cleary *et al.* 2013). The present study only focused on parents as a factor influencing these career choices. Future studies could focus on other psychological factors such as personality and motivation, or other social factors such as lifestyle and religion, that could influence a NGFM's intention to join the family business. In doing so, a more comprehensive understanding of the factors influencing a NGFM's career choice as a whole will be developed.

Even though the items used in this study had been used in previous studies where evidence of both validity and reliability had been shown, several issues were experienced in this study. The items intended to measure the various parental influences did not all load as expected. In future, the scale measuring parental style should be improved to increase its validity. Because there is no complete list of family businesses in South Africa, the researcher was

compelled to use a non-probability sampling technique. As the sampling technique was not random, the results of this study cannot be generalised to the whole population of NGFMs in South Africa. Researchers in the field of family businesses should collaborate and develop a regularly updated list of family businesses in the country. This will allow future researchers on family businesses to make use of probability sampling and draw random samples.

This study makes a contribution to the body of knowledge in terms of how parents influence the career choices of their children. It also adds to the family business literature. With the exception of Garcia *et al.* (2018), as far as could be established, no studies have specifically investigated the influence of parents on their children's intention to join the family business. The study of Garcia *et al.* (2018) was conceptual in nature and, unlike the current study, no empirical investigation was undertaken.

Garcia *et al.* (2018) comment that it is important to understand the factors that influence the engagement of the next generation in their family businesses. Because a willingness to participate in and carry on the family business by NGFMs is crucial to the long-term success of the family business (Yang *et al.* 2013), and given the dearth of empirical studies undertaken among NGFMs, this study contributes to the family business literature in that it provides new insights into how parents influence one of family businesses' biggest challenges, namely their children not wanting to take over the family business. For family business owners, this study assists in developing a better understanding of how they can influence their children's intention to join the family business. Knowing what aspects under their control influence whether their children want to join the family business or not, enables them to better manage these aspects.

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