

Gender-Based Characteristics Differences: The Case of Family Businesses in Indonesia

Grisna Anggadwita*
School of Economics and Business, Telkom University

Hani Gita Ayuningtias
School of Economics and Business, Telkom University

Dini Turipanam Alamanda
School of Economics and Business, Telkom University

Nevy Otapiani
School of Economics and Business, Telkom University

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

Family business has an important role in contributing to the economy and employment in a country. However, research related to gender issues in the family business ownership and management is still limited. This study aims to explore and present the latest trends in the entrepreneurial sector, especially the characteristic differences of gender-based on family business. This paper presents a comparative analysis based on the gender characteristics in the management of family business. This study used qualitative descriptive methods with multi case study approach. A qualitative method was used to explore the conditions that occur through depth interviews with some family businesses in Indonesia. A total of 10 respondents participated in this study. This study is expected in an effort to open access to gender equality in various fields, especially for women in the management of family business. The finding fills the gaps related to gender issues on family business, entrepreneurship, and management in general.

Keywords: Business performance, Entrepreneurship, Family business, Gender equality, Gender issue

1. INTRODUCTION

Family business is a form of entrepreneurial activity. Entrepreneurship is considered a sector dominated by men (Brush, 1992). Gender-based entrepreneurship has received increased attention from researchers in recent years (Byrne & Fayolle, 2013; Kariv, 2013; Minniti et al, 2005; Ramadani et al, 2013; Welter, 2004; Welter & Smallbone, 2010). Family-owned companies are contributing to the economic progress in all countries over the world including Indonesia. In the United States, 24 million family businesses absorb 62% of the workforce and contribute 64% to GDP. Family companies in Indonesia have a strategic contribution to the Indonesian economy. 95% of the

companies in Indonesia are owned by families with a turnover of about USD 5-10 million and total assets of USD 134 billion, which is 25% of Indonesia's GDP (PWC 2014).

One of the main problems of a family-owned company is its ability to prepare and ensure cross-generational family leadership skills (Le Breton-Miller et al., 2004; Levitt, 2005). Succession planning is a long-term activity in order to prepare the next generation of companies. Dunemann & Barrett (2004) defined succession planning as a transitional management or control of the business. According to Berchelman (2005), although the succession planning has been recognized as an important process for long-term success, most companies have not set up because of the hope that the right people will be available when needed. Meanwhile, according to Cantor (2005) added that succession planning should be part of the overall planning process, which begins with strategic planning and assessment of the resources needed. The most bias today is the problem of gender. Not many studies that discuss about gender, especially in the family company.

Several previous studies have found the dilemma in choosing the next generation based on gender. According to Tatoglu et al. (2008), the majority of family companies in Turkey chose a boy as successor. Several previous studies have also found that the eldest son would be the successor in a family business (Fox et al., 1996; Wahjono, 2010). Family companies in the US and Korea also showed that the man regarded as the ideal figure to continue the family business. Unlike the case with family companies in Japan, although the role of women has been rejected, but not a few women who become leaders in family businesses in the country (Kaslow, 2006; Wahjono, 2010). There is a strong perception that the communities are more like men than women in business (Prasso, 1996; Wahjono 2010). Based on studies conducted Rosenblatt et al. (1985), the woman's offspring in the family did not receive encouragement, opportunity, and education is the same as male offspring, thereby preventing women from displacement position towards executive positions in the family business. Although against the current gender mainstreaming, research Kuratko et al. (1993) also found evidence that the man regarded as the ideal figure to continue in business. Another argument raised gender component has a role in the family business, the results of the studies Organization for Economy Co-operation and Development (OECD) in 1993, which stated that entrepreneurship assumes the existence of gender neutrality strong, thus diluting the idea that gender historically may provide support for the creation and expansion of a business in developed countries.

The phenomenon of gender in the family business is an interesting research study to be explored further. Based on research Lerner et al. (1997), found that the motivation and goals (achievement, economic need, and independence) of female entrepreneurs have a significant effect on business performance. Thus, this study tries to fill the gap that occurs with further analyze gender roles in the family company. This study aims to explore and present the latest trends in the entrepreneurial sector, especially family business performance based on gender characteristics. This paper presents a comparative analysis based on the characteristics of gender in the management of the family business. Qualitative approach carried out in research by conducting in-depth interviews with some family business in Indonesia to gain a broader understanding.

2. LITERATURE REVIEW

2.1 Family Business

Entrepreneurship is a dynamic process to create additional wealth for someone who engaged in it (Hisrich, 2008). Family business is one of the implementations of the entrepreneurial activity. Ward & Aronoff (2002) stated that the family company consists of two or more family members who oversee the company's finances. Meanwhile, according to Donnelley (2002), an organization called the family company if at least there is involved in the generation of the family and their influence company policy. In addition, the company is also recognized as a family business when the company is transferred from one generation to the next (Longenecker et al., 2001). Furthermore, Zubir (2008) defined the family business as a business owned and jointly managed by people who have a family relationship.

Family company plays a key role in the overall economic development, including the involvement of labor (Ramadani & Hoy, 2015). According to Ramadani & Hoy (2015), the family business is a unique double complex system, consisting of business and family, where each system is a dynamic organism that develop and change and both are unique to the history, challenges, strengths, weaknesses, opportunities and threats specifically. The uniqueness of a family business is the ownership model, governance, and management succession materially affect the objectives, strategy, structure, and the way in which it was formulated, designed and implemented as a business activity (Chua et al., 1999; Mandl, 2008). So, the family business can be defined as a business owned and managed by the family, where there are several family members involved in the work and is based on the assumption that younger family members will organize control over the business (Ramadani & hoy, 2015).

2.1 Gender Characteristics in Family Business

Based on research conducted by Pines and Schwartz (2008), showed some gender differences: men have more confidence and more valued status while women's self-actualization and security. Such findings can be explained by the evolutionary forces that choose men who are confident, competitive and motivated by status (Buss & Schmitt, 1993). Another study conducted by Pines & Schwartz (2008), showed that men see themselves more suited to be a business owner and expressed a greater preference; and men describe themselves as more entrepreneurial and have a greater understanding of the business than women.

Gender can influence the process of succession planning a family business because it is associated with the culture of the family business. Gender is a difference between men and women that is not innate. The differences are not innate for example: the different roles, responsibilities, functions and even space where human activity. According to Altawyan (2017), which distinguishes between women and men is a particular physical body that makes them more suitable for certain types of duties. Although the characteristics of male and female entrepreneurs are generally the same, women entrepreneurs have differences in terms of motivation, business skills, and work background. The factors of a business processes between men and women are different, especially in the support systems, resources and problems. The following comparison table of men and women entrepreneurs:

Table 1. The Comparison Between Men and Women Entrepreneurs (Source: Hisrich et al., 2008)

Characteristics	Male Entrepreneurs	Female Entrepreneurs
Motivation	<ul style="list-style-type: none"> ▪ Achievements - try hard to realize everything ▪ Personal freedom - how to deal with status through role in the corporation 	<ul style="list-style-type: none"> ▪ Achievements – achieving goals ▪ Personal freedom - do it yourself
Departure Point	<ul style="list-style-type: none"> ▪ Dissatisfaction with work ▪ Part in college, part job ▪ Dismissal or layoffs ▪ Opportunities for acquisitions 	<ul style="list-style-type: none"> ▪ Frustration at work ▪ Interest and opportunity recognition in these fields ▪ Changes in personal circumstances
Sources of Funds	<ul style="list-style-type: none"> ▪ Assets and personal savings ▪ Bank loans ▪ Investor ▪ Loans from friends and family 	<ul style="list-style-type: none"> ▪ Assets and personal savings ▪ Personal loans
Jobs Background	<ul style="list-style-type: none"> ▪ Experience in this line of work ▪ Recognized expert or a person who has obtained a high level of achievement in the field ▪ Competent in a variety of business functions 	<ul style="list-style-type: none"> ▪ Experience in the business ▪ Level administrative or management including the intermediate category in the field ▪ Jobs background related to services
Personality Characteristics	<ul style="list-style-type: none"> ▪ Dogmatic and Persuasive ▪ Goal oriented ▪ Innovative and Idealists ▪ High confidence ▪ Enthusiasm and morale ▪ Must be his own boss 	<ul style="list-style-type: none"> ▪ Flexible and tolerant ▪ Goal oriented ▪ Creative and realistic ▪ Medium confidence ▪ Enthusiasm and morale ▪ Ability to relate to the social and economic environment
Background	<ul style="list-style-type: none"> ▪ Age when starting a business: 25-35 Years ▪ His father worked alone ▪ College Education - A degree in business or engineering ▪ The first child 	<ul style="list-style-type: none"> ▪ Age when starting a business: 25-45 Years ▪ His father worked alone ▪ College Education – a degree in art ▪ The first child
Support groups	<ul style="list-style-type: none"> ▪ Friends, acquaintances professionals (lawyers, accountants) ▪ Business associations ▪ Wife 	<ul style="list-style-type: none"> ▪ Close friends ▪ Husband ▪ Family ▪ Professional women's group ▪ Trade associations
Business Type	<ul style="list-style-type: none"> ▪ Manufacturing and construction 	<ul style="list-style-type: none"> ▪ Business services associated with education, consulting and public relations

3. METHODOLOGY

This research used descriptive qualitative method. According to Moleong (2013), qualitative research aims to understand the phenomenon of what is experienced by the subject of the study such behavior, perception, motivation, and act holistically by describing in the form of words and language, in a specific context naturally by utilizing various scientific methods. Thus, a qualitative descriptive format more appropriate when used to examine issues that require in-depth study (Bungin, 2010). Qualitative research

departs from a particular case that exist in certain social situations and the study results do not apply to the population, but is transferred to the social situation has similarities with the social situation in the cases studied (Sugiyono, 2014).

This study did a comparative analysis of the characteristics of gender in the family business which includes the intention, motivation, and personality. The sampling technique used purposive sampling. In this study conducted interviews with people who are deemed to know about the social situation/object. A total of 10 respondents from family business participated in this study. Data collection techniques used in the underlying by the natural setting with primary and secondary data sources. The primary data obtained through individual depth interviews (IDI) with a semi-structured interview technique. The data validity is conducted by triangulation technique, which means that the data validity testing is conducted by checking the data to the same source with different techniques. Some secondary data relating to the theme of this research are used to support this research, among others, the scientific journal of the family business, gender and entrepreneurship, the data by government agencies, news and articles related to the research.

A data analysis technique refers to the concept of Miles and Huberman (1994) that consists of data reduction, data display, as well as drawing and verifying conclusion. Then conducted a comparative analysis, which is intended to make comparisons from one case to another case. In this study, a comparison is conducted to compare the characteristics of the family business by gender.

3. FINDING AND DISCUSSION

3.1 Profile of Respondents

Based on the results of the study showed that almost all family businesses involved in this research have been operating for decades and still survive until today. The family business has been identified can be passed the critical period of three years or the first five years, and has experienced a succession of a family business so it can be estimated the family business in Indonesia has the ability to survive and continues. Some family businesses are being run by the second generation or third generation. Although there is still a family business that is controlled by the founder or first generation, but based on interviews they are preparing the succession to the next generation. Based on the interview, the table below is the mapping of the gender composition of each generation.

Table 2. The Characteristics of Respondents

Case Study	Sample Details	G-1	G-2	G-3	G-4	G-5
FB 1	28 years old (4 th Generation) Education Background: Bachelor Degree Culinary business Venture Founded: 1939 Number of Employees: 9	M	M	M	M	Next?

FB 2	53 years old (3 rd Generation)	M	F	F	Next?
	Education Background: Senior High Student				
	Culinary business				
	Venture Founded: 1950				
	Number of Employees: 5				
FB 3	44 years old (3 rd Generation)	M	M	M	Next?
	Education Background: Senior High Student				
	Culinary business				
	Venture Founded: 1958				
	Number of Employees: 5				
FB 4	61 years old (2 nd Generation)	M	M		Next?
	Education Background: Bachelor Degree				
	Bakery Shop				
	Venture Founded: 1960				
	Number of Employees: 20				
FB 5	26 years old (3 rd Generation)	M	M	F	Next?
	Education Background: Bachelor Degree				
	Coffee Shop				
	Venture Founded: 1930				
	Number of Employees: 9				
FB 6	43 years old (2 nd Generation)	F	F		Next?
	Education Background: Master Degree				
	Wedding Stylist				
	Venture Founded: 1984				
	Number of Employees: 10				
FB 7	50 years old (2 nd Generation)	M	M		Next?
	Education Background: Bachelor Degree				
	Tourism business				
	Venture Founded: 1967				
	Number of Employees: 71				

FB 8	42 years old (2 nd Generation) Education Background: Bachelor Degree Event Organizer Venture Founded: 1970 Number of Employees: 6	F	F	Next?
FB 9	40 years old (2 nd Generation) Education Background: Master Degree Beauty Business Venture Founded: 1986 Number of Employees: 510	F	F	Next?
FB 10	69 years old (1 st Generation) Education Background: Diploma Bakery Shop Venture Founded: 2000 Number of Employees: 470	F		Next?

Note: FB = Family Business; F = Female; M = Male

In Table 2 above showed that the tendency between generations in handing their leadership positions, the women generation will deliver to women generations, while the men will be handed over to the men. This is one of them because the line of business that is run tend to be feminism, for example on FB6 and FB9. However, there are family companies which naturally give a leadership position of family business for the next generation because their descendants are all female or all male, as happened in FB3 and FB8.

3.2 The comparative analysis of gender-based characteristics in Family Businesses

Based on the analysis of ten owners of family business, each company has a different gender composition. The table below is a comparison based on the identification of gender characteristics that include motivation, personality and point of departure.

Table 3. Benchmarking of Gender-Based Characteristics

No	Characteristics	Gender	
		Male	Female
1	Motivation	<ul style="list-style-type: none"> • They continue the family business because of their sense of belonging • Have responsibility towards business ownership 	<ul style="list-style-type: none"> • They continue the family business because of obligations to maintain the results of the previous generation's struggle

		<ul style="list-style-type: none"> • Have the self-intention • Have a detailed plan for future business development 	<ul style="list-style-type: none"> • Time flexibility • Have a plan, but did not detail, try to do optimally
2	Personality	<ul style="list-style-type: none"> • Have the ability to read the situation • Have the ability to embrace and direct employees • Enjoy with challenges and competition • Always share a good experience; have the ability to give advice and encouragement to others • Have the ability to make their own decisions 	<ul style="list-style-type: none"> • Have a sensitivity to the problem • Have a good ability to negotiate with employees and business partners • Sensitivity and tidy • Have the ability to influence others • They should consult their husband or brother before making a decision
3	Departure point	<ul style="list-style-type: none"> • It could be due to interest or because of personal insistence that drive to continue the family business • Because of a sense of responsibility towards the sustainability of family business 	<ul style="list-style-type: none"> • They continue the business because they love and have the ability to run a family business. • Because no other next generation and as a source of income

Based on the motivation can be seen that men are more motivated because of responsibilities in meeting the needs of families, while women are motivated because of the flexibility of time. The study of Fairlie & Robb (2009), also showed that men have a business to meet family responsibilities. In addition, previous studies have shown that the choice of women entrepreneurs was partly motivated by a desire for flexible schedules and reasons related to other families (Devine 1994; Boden 1996, 1999; Carr 1996; Bruce 1999; Robb 2000; Lohmann 2001; Lombard 2001). Along with lifestyle and the needs of today's society, entrepreneurship has grown into a career choice among women, one of the implementations is a run of family business (Anggadwita et al., 2017).

Female characteristics also enable them to have a broader social network, because of its ability to negotiate. Meanwhile, men are more like challenges and competitions in running a business. Brush et al. (2004) noted that women entrepreneurs have access to the business and investment different social networks. Both genders also showed that the business they run to continue the family business. The study results were in line with research Fairlie & Robb (2009), which showed that the majority of owners of men and women receive the business as a transfer of ownership or a gift, but a lower percentage receiving business as a legacy. Men and women do not differ in how they acquire the business. In a business context, there is no essential difference between men and women, anyone has the same opportunities in business-related activities (Anggadwita & Dhewanto, 2016).

Based on the description above obtained the information that the leadership of men and women have their own way in the lead company. Raven & Rubin (1983) mention in detail the characteristics of the masculine gender is an aggressive, free, dominant, objective, not emotional, active, competitive, ambitious, rational, curiosity about the events and nonsocial objects, and impulsive. In addition, the masculine gender characteristics are less able to express warm and relaxed, and less responsive to matters related to emotions (feelings). According to Pedhazur & Tetenbaum (1979), revealing of the feminine gender characteristics more shows of warmth in personal relationships. Meanwhile, based on the opinions and expectations of the current business owner / successor at this time, assumed that the collaborative leadership among women and men is the most appropriate because it has a complementary role. Where the male successor to run the operations and decision-making, while women are more suitable for management areas, especially financial.

3. CONCLUSION AND RECOMMENDATION

Based on gender analysis on ten family businesses which includes three characteristics such as motivation, personality and point of departure can be concluded that the leadership of men and women have strengths and advantages of each in leading companies. Based on the results in this study, the attitudes and decisions of the previous generation can influence the motivation of the child in starting a business that impact on the characteristics of the child as the leader of a company. In addition, from the previous generation to the current generation, there is no gender consideration in succession planning. All children from previous generations have equal rights to continue the ownership of the family business. Family business has a better chance of a successful and productive if the leadership of the company is managed jointly by the offspring of women and men. The results also showed that both men and women have a chance of success in running a business. Differences in motivation and personal characteristics is possible as long as the goal is the success of the business. Currently, women have wider access as a leader in the family business. Still, it was realized that women in particular who are married, have family responsibilities, so the support of the family, especially her husband became key to the success of women in running the business.

ACKNOWLEDGEMENT

The research presented in this paper was conducted by the School of Economics and Business, Telkom University and funded by Program of Bantuan Seminar Luar Negeri 2017. We would like to express our gratitude to the Ditjen Penguatan Riset dan Pengembangan, Kemenristekdikti, Republic of Indonesia for having contributed to the funding and the success of this study.

REFERENCES

- [1] Altawyan, A.A. (2017), "Rethinking Gender Equality in the Workplace", Review of Integrative Business and Economics Research, Vol. 6, No. 2, pp. 142-146.

- [2] Anggadwita, G., Luturlean, B.S., Ramadani, V., & Ratten, V. (2017), "Socio-cultural environments and emerging economy entrepreneurship: Women entrepreneurs in Indonesia", *Journal of Entrepreneurship in Emerging Economies*, Vol. 9 Iss: 1, pp.85 – 96.
- [3] Anggadwita, G. and Dhewanto, W. (2016), "The influence of personal attitude and social perception on women entrepreneurial intentions in micro and small enterprises in Indonesia", *Int. J. Entrepreneurship and Small Business*, Vol. 27, Nos. 2/3, pp.131– 148.
- [4] Berchelman, D.K. (2005), "Succession Planning", *Journal for Quality and Participation*, 28 (3): 11-12.
- [5] Boden, R. (1996), "Gender and self-employment selection: An empirical assessment", *Journal of Socio-Economics*, 25(6), 671–682.
- [6] Boden, R. (1999), "Flexible working hours, family responsibilities, and female self-employment: Gender differences in self-employment selection", *The American Journal of Economic Sociology*, 58(1), 71–76.
- [7] Bruce, D. (1999), "Do husbands matter? Married women entering self-employment", *Small Business Economics*, 13, 317–329.
- [8] Brush, C., Carter, N., Gatewood, E., Greene, P., & Hart, M. (2004), "*Gatekeepers of venture growth: A Diana Project report on the role and participation of women in the venture capital industry*", Kansas City: Kauffman Foundation.
- [9] Bungin, B. (2010), "Penelitian Kualitatif", Jakarta: Kencana Prenada Media.
- [10] Buss, D.M. and Schmitt, D.P. (1993), "Sexual strategies theory: An evolutionary perspective on human mating", *Psychological Review*, Vol. 100, pp.204-32.
- [11] Brush, C. G. (1992), "Research on women business owners: Past trends, a new perspective and future directions", *Entrepreneurship: Theory and Practice*, 16(4), 5-31.
- [12] Byrne, M. J., & Fayolle, A. (2013), "Necessity entrepreneurs in France: Women and business support services", *Female Entrepreneurship and the New Venture Creation: An International Overview*, Routledge, New York and London.
- [13] Cantor, P. (2005), "Succession Planning: Often Requested, Rarely Delivered", *Ivey Business Journal*, January/February: 1-10.
- [14] Carr, D. (1996), "Two paths to self-employment? women's and men's self-employment in the United States, 1980", *Work and Occupations*, 23, 26–53.
- [15] Chua, H. J., Chrisman, J. J., & Sharma, P. (1999), "Defining the family business by behaviour. *Entrepreneurship: Theory and Practice*, 23(4), 19–39.
- [16] Devine, T. (1994), "Characteristics of self-employed women in the United States", *Monthly Labor Review*, 117(3), 20–34.
- [17] Donnelley, R.G. (2002), "The Family Business", In Aronoff, C.E., *Family Business Scorebook*. Marietta: Family Enterprise Publisher.

- [18] Dunemann, M. & R. Barrett. (2004), "Family Business and Succession Planning: A Review of Literature", Family and Small Business Research Unit, Monash University.
- [19] Fairlie, R.W. & Robb, A.M. (2009), "Gender differences in business performance: evidence from the Characteristics of Business Owners survey", *Small Business Economics*, Vol. 33, No. 4, pp. 375.
- [20] Fox, M., Nilakant, V., & Hamilton, R.T. (1996), "Managing succession in family-owned businesses", *International Small Business Journal*, 15(1), 15-25.
- [21] Hisrich, R.D. (2008), "Entrepreneurship Kewirausahaan", Jakarta: Salemba Empat.
- [22] Hisrich, R.D, Peters, M.P., & Shepherd, D.A. (2008), "Entrepreneurship", McGraw Hill International edition.
- [23] Kaslow, F.W. (2006), "Handbook of family business and family business consultation: A global perspective", Routledge.
- [24] Kariv, D. (2013), "*Female entrepreneurship and the new venture creation: An international overview*", Routledge.
- [25] Kuratko, D. F., Hornsby, J. S., Naffziger, D. W., & Montagno, R. V. (1993), "Implementing entrepreneurial thinking in established organizations", *SAM Advanced Management Journal*, 58(1), 28.
- [26] Lerner, M., Brush, C., & Hisrich, R. (1997), "Israeli women entrepreneurs: An examination of factors affecting performance", *Journal of Business Venturing*, 12(4), 315-339.
- [27] Levitt, D. (2005), "Family Business Forum: Developing the Next Generation", *The Journal for Quality & Participation*, 28 (3): 16-18.
- [28] Le Breton-Miller, I., D. Miller, & L.P. Steier. (2004), "Toward an Integrative Model of Effective FOB Succession", *Entrepreneurship Theory and Practice*, 28(4), 305-328.
- [29] Lohmann, H. (2001), "*Self-employed or employee, full-time or part-time? Gender differences in the determinants and conditions for self-employment in Europe and the US*". Mannheim Centre for European Social Research working paper 38. Mannheim: Mannheim Centre for European Social Research.
- [30] Lombard, K. (2001), "Female self-employment and demand for flexible, nonstandard work schedules", *Economic Inquiry*, 39(2), 214-237.
- [31] Longenecker, J. G., Moore, C. W., & Petty, J. W. (2000), "Small business management: An entrepreneurial emphasis (11th ed.)", Cincinnati: South-Western College.
- [32] Mandl, I. (2008), "Overview of family business relevant issues", Vienna: Austrian Institute for SME Research.
- [33] Miles, M.B., & Huberman, A.M. (1994), "Qualitative data analysis: An expanded sourcebook", Sage.

- [34] Minniti, M., Arenius, P. & Langowitz, N. (2004), "Report on Women and Entrepreneurship", Global Entrepreneurship Monitor, Babson College and London Business School.
- [35] Moleong, Lexy J. (2013), "Metodologi Penelitian Kualitatif", Bandung: PT Remaja Rosdakarya Offset.
- [36] Organisation for Economy Co-operation and Development (OECD). (2004), "Women's Entrepreneurship: Issues and Policies", OECD Publications, Paris, France.
- [37] Pedhazur, E. J., & Tetenbaum, T. J. (1979), "Bem Sex Role Inventory: A theoretical and methodological critique", *Journal of Personality and Social psychology*, 37(6), 996.
- [38] Pines, A.M. and Schwartz, D. (2008), "Now you see them, now you don't: gender differences in entrepreneurship", *Journal of Managerial Psychology*, Vol. 23, pp.811-32.
- [39] Prasso, S. (1996), "Poll: Women in office, not offices", *The Commercial Appeal*, 7-B.
- [40] PwC. (2014), "Survey Bisnis Keluarga 2014 Indonesia", PwC Indonesia.
- [41] Ramadani, V., Gërguri, S., Dana, L. P., & Tašaminova, T. (2013), "Women entrepreneurs in the Republic of Macedonia: waiting for directions", *International Journal of Entrepreneurship and Small Business*, 19(1), 95-121.
- [42] Ramadani, V. & Hoy, F. (2015), "Context and uniqueness of family businesses (In English) ", In LP. Dana & V. Ramadani (Eds), *Family Businesses in Transition Economies: Management, Succession and Internationalization*, pp. 9-37. Springer International Publishing, Switzerland.
- [43] Raven, B., & Rubin, J. (1983), "Social Psychology (2nd ed.) ", Toronto: John Wiley and Sons.
- [44] Robb, A. (2000), "*The role of race, gender and discrimination in business survival*", PhD dissertation. Ann Arbor, MI: University of Michigan Press.
- [45] Sugiyono. (2014), "Metode Penelitian Kuantitatif, Kualitatif dan R&D", Bandung: Alfabeta.
- [46] Tatoglu, E., Kula, V., & Glaitser, K.W. (2008), "Succession Planning in Family-owned Businesses: Evidence from Turkey", [online], https://www.academia.edu/27912768/Succession_Planning_in_Family-owned_Businesses_Evidence_from_Turkey, accessed January, 2017.
- [47] Wahjono, S.I. (2010), "Gender Problem in Family Business", [online]. https://www.researchgate.net/publication/292138532_GENDER_PROBLEM_IN_FAMILY_BUSINESS, accessed October, 2016.
- [48] Ward, J.L., & Aronoff, C.E. (2002), "Just What is A Family Business. In Aronoff, C.E., *Family Business Scorebook*", Marietta: Family Enterprise Publisher.
- [49] Welter, F. (2004), "The environment for female entrepreneurship in Germany", *Journal of Small Business and Enterprise Development*, Vol. 11, pp. 212-21.

- [50] Welter, F., & Smallbone, D. (2008), "Women's entrepreneurship from an institutional perspective: the case of Uzbekistan", *International Entrepreneurship and Management Journal*, 4(4), 505-520.
- [51] Zubir, N. (2008), "Famillionaire! Building a Solid Family Business of Generation", Penerbit Hikmah, Jakarta.