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Relationships Between Mother and Son and Its Effect on Effort of Passing the Baton

Anita Maharani¹

¹Bina Nusantara University. E-mail: anita.maharani@binus.edu

Abstract: In a search of sustainability, even a small business too will need to have a process of passing the baton, from elder generation to younger generation. This research, aimed to explore the dynamic of relationships that builds between mother and her childs, and to see its effect of effort of passing the baton of business. Approach of this research is case study, and explore the context between the presence of mother and her later generations, using the concept of family owned business. Results found from this research, husband plays an important role as strategic decision maker, trust is demonstrated by mother to her later generations in order to decide who is eligible to continue the business.

Keywords: Mother, son, relationships, passing the baton.

INTRODUCTION

Ideally, business has to be sustainable. The sustainability of business is as part of long term product development and involving company's way of thinking (Hogevoid and Svensson, 2012). Interestingly, issue of business sustainability is relevant to any types of kinds of business (Nadim and Lussier, 2010). Moreover, Hogevoid and Svensson (2012) argues that business sustainability will decrease cost. Therefore, why business should sustain, because, it enables cost efficiency and it may be apply to every type of organizations.

However, if we discuss about business sustainability, and to apply it to family owned business. However, according to survey conducted by Price Waterhouse Cooper on 2014¹, 95 per cent of Indonesian company are actually family owned business, and more that 40,000 rich people in Indonesia runs family owned business, and these people contribute around 25 per cent of Gross Domestic Product. On the issue of family owned business, the most dilemmatic moment especially for a family owned business is when is the right time to trust the next generation to run the business. To trust the next generation, known as succession,

and it will be complicated since it was not well planned before, and newer generation expected to receive the mandate from later generation without any excuse, however, that is not as simple as it is. Even Steier, Chua, and Chrisman (2009) noted that one of the most critical processes in the performance and long term survival of family business is the passage in succession. Therefore, it is clear, that succession although the time is right, involves trust, that if it is not achieved then the succession will not run smoothly.

Family owned business, is an entrepreneurial type of companies, but involves heavily on family structure to the business, first from involving the spouse, as in the stage of early development, then involving the same generations to work in, while waiting for second generations. But, when it is time to have a transition, as mentioned before, trust is important. Although, probably business was established by spouses, but Poza (2009) found that CEO spouses play a key, if often invisible, role in most family controlled corporations, and identified as being central to succession and continuity processes in family controlled companies. The spouse, however may be the wife or the husband, and later become the mother or the father, who plays important role in acknowledging later generations to involve in the business, and in Poza (2009) found that mother built legacy in family owned business, while father promote continuity across generations. Interestingly, Janjuha – Jivraj (2004) found that mothers unrecognized and largely informal influence in the business will diminish as the younger generation aims to move the business away from familial influence with the introduction of outsiders, or on other words mother identified as the missing link in providing successful support to business transition. Therefore, from this evidence, mother is as the invisible hand in term of passing the baton.

Women, in family owned business appear to act as bot leaders and entrepreneurs (Barret, 2014; Barret and Moores, 2009; Baines and Wheelock, 2000; Cappuyns, 2007; Coutts and Co., 2011; Danes, *et. al.*, 2005). And throughout the years, women in family owned business has become an interesting issue, and empirical work from researchers trying to explore more about difficulties face by women entrepreneurs in family owned business.

Lisa (2004) quoted Ernest A. Doud Jr, that there are six core components comprise of succession planning, they are: founders transition, family transition, business transition, management transition, ownership transition and estate planning. Therefore, it may be concluded that, succession planning is not just business handover but above all, its everything. If the case is in search of a sustainability of a family owned business that involves relationships between mother and son, the problem statement is “what can be learn from relationships between mother and son especially on trust and the effort of passing the baton from elder generation to newer generation?”.

LITERATURE REVIEW

Family Concept

Family, has bond. Bond, within the family may build these: trust, internal cohesiveness, and solidarity in sharing goal commitments (Gudmunson and Danes, 2013). Thus, family exists because of bond, not only physically but also emotionally, then family is dynamically interesting. The family, is an important and fundamental entity to create and maintain behaviors as described in some literature reviews as entrepreneurial behavior or entrepreneurial experience (Zachary, 2011). Therefore, it may be concluded that family is as the laboratory of creation and nurturing the entrepreneurial behavior and experience, and this can happen because of the factors of behavior that is transmitted from parents to their children.

Family Owned Business

There are arguments, that family owned business may be define in thousands option. As, van der Merve, Vente, and Ellis (2009) noted from several arguments, but one thing that may be understand is that firm or a business that has family influence, interact within one another even the family dominate almost all of the operational issues may be explained as family owned business. And, Ibrahim and Ellis (2004) definition is adopted for this research, that family owned business is where 51% of the business is owned by a single family, moreover, at least two family members are involved in the management or operational activities in the business, and the transfer of leadership to the next generation family members is anticipated.

Gender Studies in Family Business

Gender studies contribute in family business. Marshack (2004) mentioned about heterosexual, copreneurship within a subgroup of the wider small business domain, inspired Al-Dajani and Bika (2014) to re-search on copreneurship in family business. And copreneurship, itself is husband and wife partnership, but can also apply to buddies who found a business (Nicholson and Bjornberg, 2006). However, Peake, Cooper, Fitzgerald, and Muske (2017) found that it is increasingly important to understand gender effects in small family firms, and since past research has demonstrated that gender influences small business manager, that including managers interactional styles with employees (Peake, *et. al.*, 2017; Buttner, 2001) and strategic decision making (Peake, *et. al.*, 2017; Van Auken, *et. al.* 1994).

Women and Entrepreneurships

Women experienced a dynamic entrepreneurships exposure. More and more women has engage in entrepreneurship, and lead family business (Peake, *et. al.*, 2017; Barret and Moores, 2009; Census Bureau, 2007; Nelson and Leversque, 2007). Howells (2011) found that women entrepreneurs might manifest in very different cultured entrepreneurial experience depends on their origin, according to research done, it was found that in Turkish Cypriot, women are strongly supported by their extended family ties in their business dealings, where family members are happy to work alongside them unpaid or to help out with household chores and childcare, then many of there women would had multiple entrepreneurial exposure, which was identified as an important factor in their desire to become an entrepreneur. On the other hand, in a study done by Achtenhagen and Welter (2003) found that women entrepreneurship is fostered in addition to the roles of housewife and mother. Therefore, it may be concluded that women may exercise their entrepreneurship ability, although they played their role in domestic domain.

Women and Its Role in Family Owned Business

Davis and Tagiuri (1991) mentioned that women as family members cultivate a high level of interest in their family owned business next to owners and employees. Although, Sonfield and Lussier (2009) found that there were no significant relationship between the gender of family business owner-managers and ten management characteristics variables in 593 family businesses in six countries. But research on women and their role in family business always been an interesting topic.

According to Vадnjal and Zupan (2011) findings, women are

1. more interest to work with family members,

2. avoiding stress and uncertainty by leaving the leadership role to their male partners rather than facing business challenges as sole owners,
3. consider their informal influence as powerful enough to provide them personal satisfaction,
4. creating good internal relationships since women gifted with “feminine” style and positively contribute to the financial performance of family firms that described best as “people-oriented managerial style”

Kubicek and Stamfestova (2016) categorized two ways on how a woman can become a successor in the family firm, they are, 1) to succeed their husbands, 2) to succeed their parents. And, from research done by Bouamatou (2017) concluded that women in family business leadership positions, were able to overcome barriers to their succession, included a strong and supportive relationship with their father, low family resistance to their succession, a high level of education and strong personal attributes of individual determination and ability as well as the capacity to manager the role of being a woman, wife, mother and business leader. Therefore it may be concluded that women will play their important roles in the business as long as they receive support from their parents, or in this case is their father. And interestingly, this result is also support Wang (2010) that has wrote a review of literature and conclude that overlooking the potential of daughters for family business leadership can produce sub optimal choices of successors, and additionally, systematically excluding daughters from family business involvement can alienate daughters and reduce their interest in the family enterprise. Therefore it may be concluded that women that involves in family owned business depends on how the family involving them in.

Women as Mother and the Relations with Later Generations

Chrisman *et. al.* (2005) use The Resource Based View or RBV, and later Dryer (2003, 2006) found that RBV may be use to have a clear illustration on how family goals and family relationships produce a unique family effect that influences firm performance. This also can be found in terms of how older generations interact with younger generations, usually between parents and their sons/daughtes. The phenomena within relationships between mother and later generations found in an article wrote by Resnick (1994), mentioned that even successful mother-daughter alliances sometimes feel strains’, since it is often difficult to separate business and personal lives, but teamwork will work out in the case of mother-daughter by give the other something that is called “breathing space” and to treat each other with mutual respect. Another study exploring relationships between mother and their later generations results in there is a need of integration of family and work that can create equitable work environment (Day, 2008), and later relationships between mother and child is categorize with intergenerational (Nicholson and Bjornberg, 2006), in terms of female business, is a person that should combine a humble attitude with a go-getter style (Bjursell and Backvall, 2011). However, there is also evidence, from Curimbaba (2002) grouped women in family business in three, they are: invisible, professional and anchor that serves different perspective of women when positioned in family business and when they involves in.

APPROACH

This paper reviews the relationship between mother and son and its effect on effort of passing the baton of family owned business, and the business itself is categorize as small business. Miller and Besser (2005) mentioned that in small business operations, the owner is often the top managers and participates in the

decision making process on a daily basis, also has a more direct affect on the decision making process than does the CEO of a large corporation (Payne, Kennedy, Blair and Fottler, 2005). The approach of this research was case study, and then outlines the context of women and their presence in later generation within family owned business concepts, then linked with results from 5W1H open questions for empirical testing, however questions along with the answers are attached in appendix. Using only single object, therefore can be described as a non probability purposive sample. based on the following criteria, that membership of both generations involved in a daily basis. However, this research was conducted in Jakarta, in 17th May 2016, there are three respondents for this research, they are mother, and two children as supplemented informant, that owns Indian restaurant in Condet, East Jakarta (Indonesia).

RESULTS AND DISCUSSIONS

Family Owned Business Brief Profile

The restaurant, named “Acha-Acha”, named after the origins of the founder. Established in 2006 by Mrs. Anita², produce and sell samosa³. Mrs. Anita, a 45 years old woman, is a very quite person, she looks like an ordinary mother. Mrs. Anita has three child, the oldest already married and decided to be a full time mother and follow her husband, while the second and third child still lives with their parents, although at the time this research done the second child has already have family with one child. Researcher need some time to explore her tacit about her business and especially to explore the topic of relationships between mother and son and her effort of passing the baton. Mrs. Anita was Indian descent, although born and raised as Indonesian by her Indian parents. From a small stall located in Otista’s Road (East Jakarta) with only two employees, and then moved to new location in Condet in 2012 with sixteen employees. The decision to move from Otista to Condet was made because the rent period was end, and it can not be renewed as Rasyeed the second child mention in the interview, according to interviewee Rasyeed (appendix 1).

“We rent, when our first business were located in Otista”

“After the end of rent period, we can not renewed, so we have to move our business to Condet. And since then my mother taking care of all operational”

What is interesting was that Rasyeed was actually involve in the first business location on 2009, and he has duty to sell samosa and work with two employees, and this happen after two years the business established. The mother, first ask Rasyeed to involve in the stall, but after since the business move to Condet between 2011 or 2012, the mother start to involve the youngest child, Fadhillah. The reason was because Rasyeed did not show his interest in cooking, while Fadhillah shows it. This issue then raises the fact that Mrs. Anita, might have to think which one of her three child that able to succeed on her effort to pass the baton.

Perspective of Women about Business

Mrs. Anita established this business since she thinks that although in fact she is a housewife, with three children, she believe that women should have an activity, however her husband give her a permission to do business as long as she can manage her time between family and her business, according to interviewee Mrs. Anita (appendix 2).

“I feel bored if only do a regular housewives thing, after my husband (a journalist) posted to East Java by his office, I need to do something from my house, but bringing benefits, because I know my ancestors tradition will not permit ladies to go out after they married, however, my husband permit me to work from home as a culinary businesswoman”

Achtenhagen and Welter (2003) found that women entrepreneurship is fostered in addition to the roles of housewife and mother, the result is in line with what has Achtenhagen and Welter found. Mrs. Anita, may exercise her entrepreneurship as an addition role besides her role as housewife and mother, although the husband don't seem involve in business, but he actually plays an important role, especially when it concerning strategic decision, according to interview Rasyeed (appendix 1).

“...activity, that is strategic or vital will be dad's”

“For instance, location, design, and packaging all of it are dad's, while my mother will focus on the product development”

To run a small business, there is also a necessity to hire human resources. Mrs. Anita, realize that when orders increasing, then there will be not enough if only rely on very limited number of employee, then she recruit her neighbors as business partner, according to interviewee Mrs. Anita (appendix 2).

“Sometimes within a month the customer will order food from me, and I start to realize that two of my employees will not be able to produce so many samosa, so I ask my neighbors to join me in the business as sub contractor, and lucky me, she willing to help me”

The most important factors influencing entrepreneurs in business is their choice of role models and networks (Foley, 2008; Hisrich and Peters, 2002), the practice of involving neighbor in the business indicated as one of the effort to utilize networks, and more importantly, trust is gained through relationships between Mrs. Anita and neighbor. This, can be seen as social capital, where Putnam (1995) once define social capital as a set of resources based on relationships and networks, and more over according to Alder and Kwon (2002) the social capital is exploitable for business outcomes, in this case is Mrs. Anita's business. She involve her neighbor in order to achieve her business goal, that is to produce as much as food order received.

The interesting part found from the interview, was that in fact, every woman born as Indian, according to Mrs. Anita were born and equipped by their mother, and other women in the family with cooking ability, but not all of Indian women who will have the opportunity to express and practice their entrepreneurial activity. This statement found when Mrs. Anita were asked whether there is any other woman in the family that also doing food business, according to interviewee Mrs. Anita (appendix 2).

“Im, the pioneer, although every Indian woman can cook samosa”

A source found, that there is a stereotypical “good India girl” (womensweb.com, 2017), a portrait of Indian women that can cook well and a plus point for women, and therefore women in India is used to cook for the family, since it was a heritage, traditionally has been considered as women's primary task (embedded in housewife's task). And, the opportunity of doing business is the interesting part, if Mrs. Anita able to take the advantage of working on food business, then Mrs. Anita surely able to practice her tacit knowledge in Indian food by doing business, while on the other she works as an addition of her primary role, as a mother, a wife and a housewife.

Mother as Successor Planner

On 2013 after years of doing this business, she decided to involve her third son in the business, according to interviewee Mrs. Anita (appendix 2).

“More than a year, it is a year back. But before 2015 I never let him do alone, I always be at his side, after sometime I decided to arrange a schedule, between Fadhillah and me. I try to trust him, by letting him do the cook alone after my shift, I usually come to the restaurant in the morning while Fadhillah goes to school. Around a year, I guess, he has been independent”

The mother, actually realize the potency of her son, by involving him into the business after few years of establishment. But, she kept doubting his competency, by keeping her son under her eyes, according to interviewee Mrs. Anita (appendix 2)..

“I can teach him. So, if he has to his school in the afternoon, I ask him to go the restaurant in the morning, if previously it was me to go the restaurant in the morning then nowadays, Fadhillah. I test him, when one time during his internships in the restaurant, I have to go for Hajj in Mecca, he actually can handle everything, It was beyond my expectation, but however, I feel grateful for that.

Mrs. Anita finally trusts her son as consequences of not able to presence in the business. Intuitively, when Mrs. Anita choose her youngest child rather than two other child she was actually preparing for her successor, by teaching her child a menu, she choose her youngest child was planned but cannot be explained systematically, since it was an intuitive decision. However, this is relevant with Resnick (1994) work on relationships between parents and child, because of the difficulties of separating between business and personal lives. When doubt arise, Mrs. Anita plays her emotion as part as how mother see her child, but when Mrs. Anita decided to give her son full authority, then Mrs. Anita might have successfully demonstrate her business lives apart from personal lives.

Perspective of Trust

Although it was not mentioned clearly in the interview, about why Mrs. Anita choose her third son, but by following the interview, she has already involve her second child into her business, but then she might found out that her second child can not cook, so then she eventually involve he third child by teaching him to cook since he was at third grade in high school, according to interviewee Fadhillah (appendix 2).

“When I was still in the third grade (of high school), I cook, with my mother beside me, after some time, then every Saturday and Sunday my mother delegate me to handle the restaurant by myself, and every Monday and Tuesday I call it training days, because these are the day when my mother usually come to the restaurant, and teach me menu’s”.

And by the time, the third child performed well, Mrs. Anita trust him to manage the restaurant, and this happen when Mrs. Anita found out that Fadhillah successfully pass his mother test, according to interviewee Mrs. Anita (appendix 2).

“Someday I have to go for hajj, no one at that time can cook beside Fadhillah. I let him do the cooking along with managing the restaurant. Sometime I call him from Mecca, just to ask him how is the business going during my leave. Alhamdulillah, everything runs smoothly”.

The fact, actually confirm research done by Vadnjaj and Zupan (2011), that women are more interest to work with family members, in this case the mother work with her third son. And, on 2016, Mrs. Anita decided to leave the restaurant to her third son, according to interviewee Mrs. Anita (appendix 2).

“My son, the youngest (controls the restaurant)”

“Since now, he manage the restaurant, he also manage his work, for instance, if he has to go to college for morning class, then before he leave the house, he will mix the ingredients for his employees. Then, after he finish from his school, he will go straight to the restaurant and cook”.

After Mrs. Anita fully trusting her son, then what happen next is delegation of work comes directly from her son to employees. If Resnick (1994) mention the strains between mother-daughter alliances, then the case between Mrs. Anita and Fadhillah shows similarity, that it is difficult to separate business and personal lives, especially when Fadhillah is still a college student. However, the way they (between mother and son) manage his schedule, although probably at first directed by his mother, but in practice they manage to transfer authority, from mother authority to son authority, regarding to business.

CONTRIBUTIONS

This paper aimed to explore the relationships between mother and its effect on effort of passing the baton from mother, as the business owner to her child. Mother, plays an important role as business successor planner, while father involves more in strategic decision making, there are shared role demonstrated between husband and wife. However, mother has involves her child into the business as a way to find talent, and the process was by delivering task to her child, and she wait and see on that process. It took several time to find out the talented child, first is by giving authority to one of the child to handle the “back office” and after that adding more authority to manage the business, on the other words is trust. However, potential conflict is not explored in the interview, since mother maintains harmony between child's. The limitation of this research is that this research is a case study, that means unique only for one case, and might not be generalized to other case, except if there is any similarity.

NOTE AND REFERENCES

1. According to press release of PWC survey in 2014 published publicly in cnnindonesia.com, titled “PwC: 95 Persen Perusahaan Indonesia Adalah Bisnis Keluarga”.
 2. The interviewee allowed researcher to write their identity.
 3. Samosa, is known as middle eastern food, but also served in Indian and some other countries as snack.
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