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# **Gender and its impact on business owner satisfaction in family farms**

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**Key words:** Satisfaction, gender, family business, profit

## **Abstract**

This paper examines the relationship between role satisfaction of farm family business owners and gender. Specifically, this paper investigates how role satisfaction is different for male and female farm family business owners. Previous literature has suggested that male and female owners might have a different level of satisfaction when faced with similar profits. The hypothesis is that female owners will have higher levels of role satisfaction than male owners. The sustainable family business model is adapted to form the theoretical framework. It helps identify family and business resources and constraints, processes, and transactions that are most likely to lead to business and family achievement. Gender and profit are two important factors in the model. The data used for the empirical analysis come from the 2012 Intergenerational Farm and Non-Farm Family Business Survey, which was a 30-minute telephone survey of rural family businesses in Illinois, Indiana, Michigan, and Ohio. The sample consists of 736 small and medium size farms from the four states. Preliminary results indicate that gender has significant impact on the perceived role satisfaction of owners when they face the same profits.

## **Introduction**

For family business owners, satisfaction is a one of the fundamental measurements of success (Copper and Artz, 1999). Mahto et al. (2010) find that family members' satisfaction with firm performance is a better measure of performance than financial measurement. Ward (1997) states that wise family business leaders invest substantial energy to nurture and strengthen satisfaction among employees of the business. Determining whether business owners are satisfied with their performance at work is important in assessing their goals and expectations. Evaluation of the level of satisfaction also allows business owners to better decide whether they should invest more time and money into the business (Copper and Artz, 1999). Furthermore, business owners would make better decisions when planning for the future of the business if they have a clear understanding of their satisfaction. To better assess satisfaction of individual entrepreneurs, researchers have worked on finding measurements or determinants for satisfaction. Michalos' discrepancy theory states that the gap between an individual's goals or expectations and actual experiences determines his or her satisfaction (2003). Cooper and Artz (1999), in their extensive research on satisfaction, examine how determinants such as goals, expectations, age, gender, and race affect satisfaction.

The major purpose of this study is to examine the relationship between gender and owner role satisfaction in family businesses. Previous literature suggests that male and female owners might have different levels of satisfaction, even after controlling for profits. According to Bird and Sapp (2009), women's ownership of small businesses has greatly increased and female entrepreneurs' contribution to total revenues generated by family businesses has been increasing. It is important to understand how female and male perceive their roles as business owners. Previous literature suggests that female business owners are less focused on profit (Bird and

Sapp, 2009) than male family business owners. Investigation of how the relationship between satisfaction and profit is different for male entrepreneurs and their female counterparts would provide an understanding of gender issues among family businesses.

## **Previous literature**

### *Satisfaction*

Satisfaction serves as an important measurement of individuals' well-being and performance. Mahto et al. (2010) stress that when evaluating firm performance in family businesses, the focus should be on the satisfaction that family members have for the business because family businesses tend to pay more attention to non-economic goals rather than economic goals. There is a considerable amount of research in industrial and organizational psychology that investigate measurement of satisfaction. Michalos (2003) explains the measurement of quality of life and gap-theoretic explanatory theories, which help investigate satisfaction. According to Michalos' study, satisfaction is positively related to job satisfaction, health, and satisfaction with family relationships. In addition, satisfaction is negatively related to perceived life changes (Michalos, 2003).

“Gap-theoretical explanations” are introduced by Michalos (2003) to better explain satisfaction. For instance, he states that there is a perceived gap between what one actually has and what one wants to have, or as he calls it “goal-achievement gap theory”. Mahto et al. (2010) point out that the family's satisfaction with firm performance reflects whether achieved performance meets the family's performance goals, which is an identical expression of the goal-achievement gap theory. Another gap that relates to satisfaction is what one actually has and what is ideal, or “ideal-real gap theory”. Michalos (2003) claims that 90% of the time

researchers could successfully connect satisfaction with any kind of gap theories. Therefore Michalos' gap (or discrepancy) theories would help this study to more thoroughly examine the relationship between satisfaction and profit among family firms.

Other researchers have looked into determinants of satisfaction for entrepreneurs. Cooper and Artz (1999) investigate the determinants of satisfaction by examining the entrepreneur's initial goals, the entrepreneur's expectation, and demographic factors that influence satisfaction. They apply goal-achievement gap theory and expectation-reality gap theory to the first two determinants on their list, respectively, to better evaluate them as determinants that influence satisfaction. The research indicated that those who value noneconomic goals more would have higher levels of satisfaction than economically oriented individuals (Cooper and Artz, 1999). They also find that the higher the expectation that entrepreneurs have, the less satisfaction they gain from the performance of their businesses. From their research, it is safe to conclude that goals and expectations are important determinants of satisfaction. Weigel et al. (1987) conclude that when there are two or more generations of the family involved in the business, the younger generation tends to feel less satisfied than the older generation. Weigel et al. (1990) point out that older generations are more satisfied because they have better resources and greater power. Therefore one could argue that generation could be a determinant of satisfaction among family businesses.

#### *Job Satisfaction and Life Satisfaction in the Family Business*

Kaur et al. (2013) conclude that employees are the most important asset of the organization or the firm. An employee's satisfaction with the job, with employer, and with growth opportunities is important in that it decides whether the employee will stay or leave the organization or the firm. There is a well-established body of literature that discusses job satisfaction and

determinants of job satisfaction. According to Calvo-Salguero et al. (2010), job satisfaction is an attitude associated with the degree which people like or dislike their job. It is assumed that a low level of job satisfaction leads to negative attitudes and behavior toward work. Negative results due to low level of satisfaction include low productivity and conflicts among individuals, which would further lead to low profits of the firms. It has become clear that investigating factors that affecting level of satisfaction is crucial in understanding job satisfaction.

Turnover intention is also a focus of abundant literature that investigates job satisfaction. It also represents one of the most researched topics in the organizational behavior literature (Khanin et al., 2012). Defined as employees' intention to quit their jobs, turnover intention is said to directly and negatively relate to job satisfaction of employees (Chen et al., 2011; Khanin et al., 2012). Their research results also prove the negative association between job satisfaction change and turnover intention change.

Among family businesses, job satisfaction of owners and employees are important to the business as well. It is an irreplaceable component of satisfaction that individuals have for the business in that it measures how happy individuals are with their roles in the business and with the development of the business. Although previous literature has indicated that embeddedness and turnover intention have impacts on job satisfaction, few studies have examined their effects on family firms.

Another important part of satisfaction is life satisfaction. Vassar et al. (2012) define life satisfaction as an individual's global appraisal of life quality in accordance with one's specifically chosen criteria. High job satisfaction does not mean high level of satisfaction as a whole (Binder and Coad, 2013). Similar to what Vassar and his co-authors argue, Binder and Coad conclude that life satisfaction is a broader evaluation of individual's actual state of being.

Therefore it is safe to say that for individuals working in family firms, life satisfaction is an important component of their overall satisfaction toward life. Boles (1996) elaborates on the influence of work-family conflict on job satisfaction, life satisfaction, and quitting intentions among business owners. He finds out that for owners that work with family members, there is a direct linkage between job satisfaction and life satisfaction. Work-family conflict influences life satisfaction directly through job satisfaction.

Adams et al. (1996) also find that the relationship between family and work can have an important effect on job and life satisfaction. They also conclude from previous models that work-family conflict arises when demands of participation in one domain are incompatible with demands of participation in other domain (Adams et al., 1996). When an individual spends too much time on the business while neglecting responsibilities at home, work-family conflict would be generated. Researchers have found that both work interfering with family and family interfering with work exist. Furthermore, both types of interfering will lead to work-family conflicts among family members. As a result, the interference is related to lower level of life satisfaction among workers (Adams et al., 1996).

Job satisfaction and life satisfaction are closely linked to each other. Adams et al. (1996) point out that the relationship between work and family are bidirectional. Both job satisfaction and life satisfaction can be influenced by the same factors. For example, work-family conflict brings negative impacts to one's work and family relationship, resulting in lower level of satisfaction for both job and life. As Boles (1996) states, work-family conflict can significantly affect both job and life satisfaction of owners as well as their propensity to seek a new line of work. Therefore work-family conflict could be an important determinant to study for satisfaction among individuals working in family businesses.

### *Gender Difference in Satisfaction*

According to the 2012 Survey of Business Owners (U.S. Census Bureau), there were roughly 40% of firms that were owned by females in all sectors in the U.S., and sales generated from these businesses were over \$141 million. Between 1997 and 2012, the number of women-owned businesses grew at a faster rate than the number of U.S. businesses overall (Lee et al., 2010). As female owned businesses become more prevalent, more researchers have investigated gender differences among family businesses.

There are research projects and data that focus on the differences in business characteristics between male and female owned businesses. The 2012 Survey of Business Owners (U.S. Census Bureau) indicates that the average sales of female-owned businesses was roughly \$50,000 less than that of male-owned businesses in that year. Loscocco et al. (1991) report that women business owners generate lower sales volumes and earn less income than male business owners. Researchers argue the biggest reason behind women being less successful financially is that female owners tend to operate smaller businesses in less profitable industries (Loscocco et al., 1991). Cliff (1998) also states that businesses owned by women tend to be smaller in size than those owned by men. From the bivariate analysis that Haynes et al. (2000) have conducted, the results indicate that businesses owned by woman have a lower level of total business assets, liabilities, equity, and income than their male counterparts. Also, they find that female-owned businesses tend to have fewer employees. To explain the phenomenon, Philbrick et al. (2007) suggests that female owners might purposefully keep the size of the business small so that they could ensure the time they have for their families.

Bird and Sapp (2004) reveal that men-owned businesses are more successful than their female counterpart in both urban and rural areas but men-owned businesses are even more



successful in urban than rural communities. Collins-Dodd et al. (2004), on the contrary, claim that gender is not a significant determinant of financial performance, such as profit, among family businesses. The difference of financial performance between male and female owners of businesses are explained by variables other than gender. Collins-Dodd et al. (2004) conclude that even though male owned firms earn significantly higher gross revenue than female-owned firms, the percentage revenue growth means are not significantly different by gender. Various business characteristics might contribute to the discrepancy of profit that male and female owned businesses generate. Bird and Sapp (2004) state that organizational context and structure, human capital, social networks, commitment to the business, and personal characteristics all contribute to the formation of the gender gap.

Many studies provide findings that relate to how women and men view satisfaction for their businesses and how their satisfaction levels are different. Scandura et al. (1997) conclude that women may be more committed and satisfied with work when they perceive that their organization offers policies that are consistent with family roles because women have retained primary responsibility for home and family duties. Lee et al. (2006) conclude that achieving family goals, having less competition between family and business resources, and having lower education all positively contribute to perceived well-being, which could be interpreted as level of satisfaction.

On the other hand, men may obtain satisfaction toward their job from other parts of the work. Research evidence indicates that women business owners have a higher probability of being satisfied than men, and the reason behind that might be the fact that women tend to have lower initial expectations for their businesses (Copper and Artz, 1999). Rice et al. (1980) conduct empirical research relating satisfaction with work to satisfaction with other areas of life

and they find that job satisfaction is more strongly related to life satisfaction for males than for females. Calvo-Salguero et al. (2010) state that women are revealed to have a lower level of job satisfaction than men. However, Collins-Dodd et al. (2004) claim that the means for satisfaction with gross revenue dollars and satisfaction with business owners' practice are not significantly different by gender.

After reviewing previous literature regarding satisfaction and gender difference of perceiving satisfaction, it would be worthwhile analyzing how the sample for this study reflects the gender difference. The hypothesis is that female owners will have higher levels of role satisfaction than male owners.

#### *Other Important Variables*

Tension is an important determinant of the business performance, and unresolved tension would lead to change in satisfaction level. Family businesses, according to Harvey and Evans (1994), are fertile fields for conflicts and tensions. Lee et al. (2006) state that for female owners and managers, tension from competition between family and business resources would result in lower perceived well-being. Other scholars state that tension among family members have negative impacts on firm satisfaction and firm performance (Nosé et al., 2015). Sources of tension come in many different forms. For instance, relationship conflicts, which commonly occur in every family, could be a major source of tension. Relationship conflicts exist when there are interpersonal incompatibilities and disagreements that typically include tension, animosity, and annoyance. Conflicts among different generations within a family firm are also significant. The culture of the family business is usually heavily influenced by the personality, values, and beliefs of the founding generation, and the younger generation may make attempts to change the cultural characteristics (Harvey and Evans, 1994). Other than relationship conflicts

among family members, the conflicts between family members and non-family members could also be a source of tension. Harvey and Evans (1994) think that conflict occurs when internal and external parts of the business have disagreements on certain issues.

There are other determinants of how satisfied or dissatisfied an owner could be with his or her role in the business. Succession is always important for the business because it involves in actions and events that lead to the transition of leadership and management among family members (Sharmal et al., 2001). Several researchers regard succession as the most important and problematic issue that family businesses face (Handler, 1994). Sharma et al. (2001) studied factors that influence the management succession process in family businesses, and they state that if the succession is not effective, dissatisfaction with the succession process could occur. Others propose that succession planning is related to profitability. Brockhaus (2004) states that whether the successors could operate the business efficiently and profitably would influence owners' decision in selecting the future owners for the businesses.

Another factor that has strong impact on satisfaction of family members is the boundary between the family and the business. Boundary refers to the gap between the resources shared by the family and the business. If the boundary is diffuse or not clear, it means that there might be some degree of intermingling of resources. For instance, Yilmazer et al. (2006) state that financial intermingling refers to the use of household assets for the support of the business and/or use of the business assets for support of the household. If the boundary is very clear, or rigid as some might call it, then the resources are clearly divided for the family and the business. Researchers in the field hold different opinions toward the boundary issue. Yilmazer et al. (2006) point out that using household resources for business use would put both family and business at risk.

Other researchers argue the opposite. Olson et al. (2003) suggest that when changes occur within the family business, adaptations would be used to avoid loss; and one way of adapting to changes is the intermingling of resources between family and the business. They claim that using savings and liquidating investments from the family would help the business when changes occur. Other researchers investigate the type of business owners that tend to have intermingling issues. Research results show that when the business owes money to banks, when the owner is older, when it is a sole proprietorship, and when the owner does not have children in the household, it is more likely for him or her to use money from the household to support the business. Distelberg et al. (2011) state that a rigid boundary leads to a lower level of satisfaction because it restricts unity production and resource transfer. As a result, resources such as human capital and financial capital would not be exchanged between family and business. Furthermore, a rigid boundary would prevent communication between family and business as well as reduce family members' access to either family or business.

### **Theoretical Framework**

Combining the family business success model and family functionality model, Stafford et al. (1999) present the sustainable family business model. This model focuses on the sustainability of the family business, which is evaluated by family achievements, business achievements, and transactions between the family and the business. In the sustainable family business model, resources and constraints of the family are considered independent from the business and those of the business are independent from the family. However, when the resources and processes move forward, transactions between the family and the business would occur. The main purpose of this model is to identify family and business resources and constraints, processes, and

transactions that are most likely to lead to business and family achievement (Stafford et al., 1999).

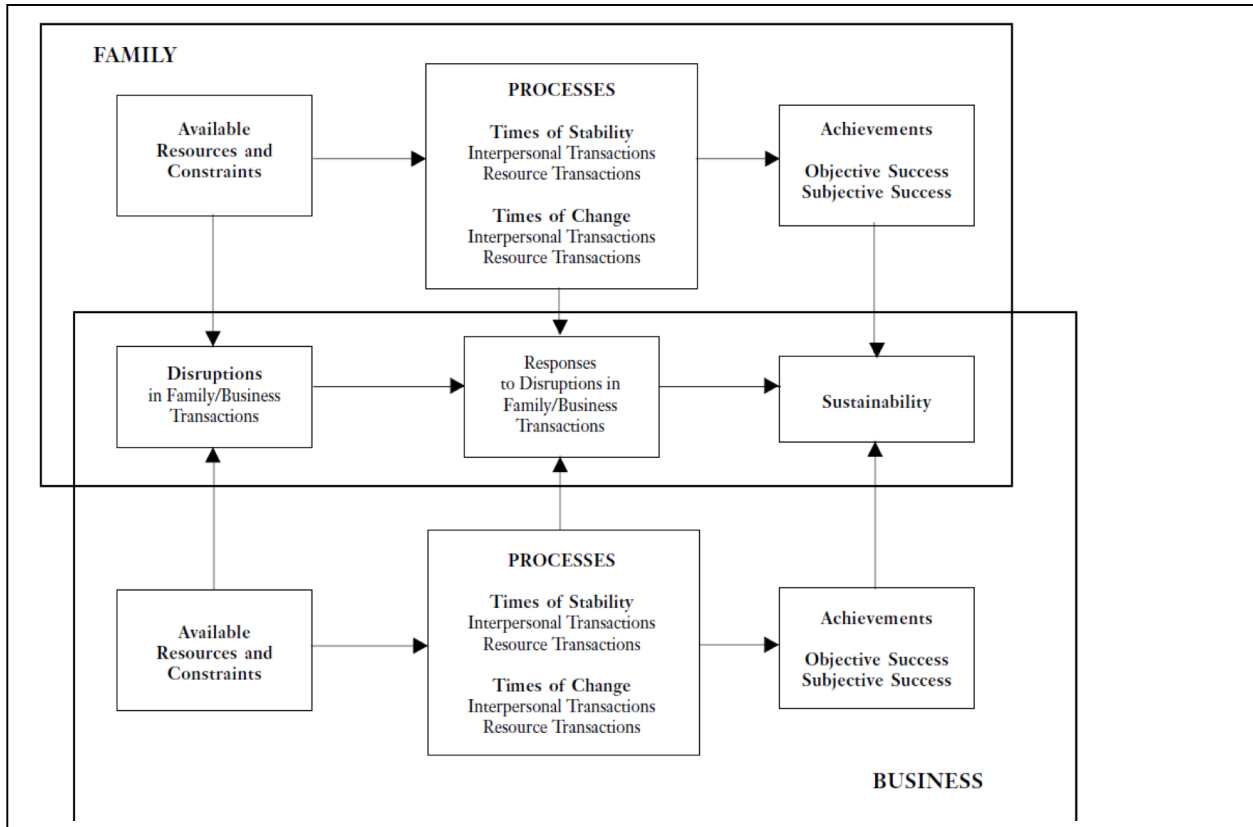


Fig. 1. Sustainable family business theoretical model.

There are several distinctive features that make this model different from previous ones. The family system is treated at a comparable level of details with the business system in the model. The satisfaction of the family is equally important as the profit of business in leading to survival of the business (Stafford et al., 1999). Both family and business systems are purposive social systems, as Stafford et al. (1999) describe. Both require available resources and constraints and

convert them into achievements, and these achievements, together with appropriate responses to disruptions, lead to sustainability.

This model reveals that both objective measures and subjective measures are necessary in evaluating the sustainability of the family/business system. Objective measures include profit of the firm, total assets of the family, and household income. One subjective measure would be satisfaction of the family members, which could be satisfaction toward roles in the business, satisfaction toward working with one another, and satisfaction with resolving conflicts. Tension felt by members is also a subjective measure that contributes to sustainability. Satisfaction and profit, which are two of the important factors in the model, are also the focus of this study. The main purpose of this study is to investigate whether higher profits would result in higher level of satisfaction among business owners, and whether female and male owners perceive the relationship differently.

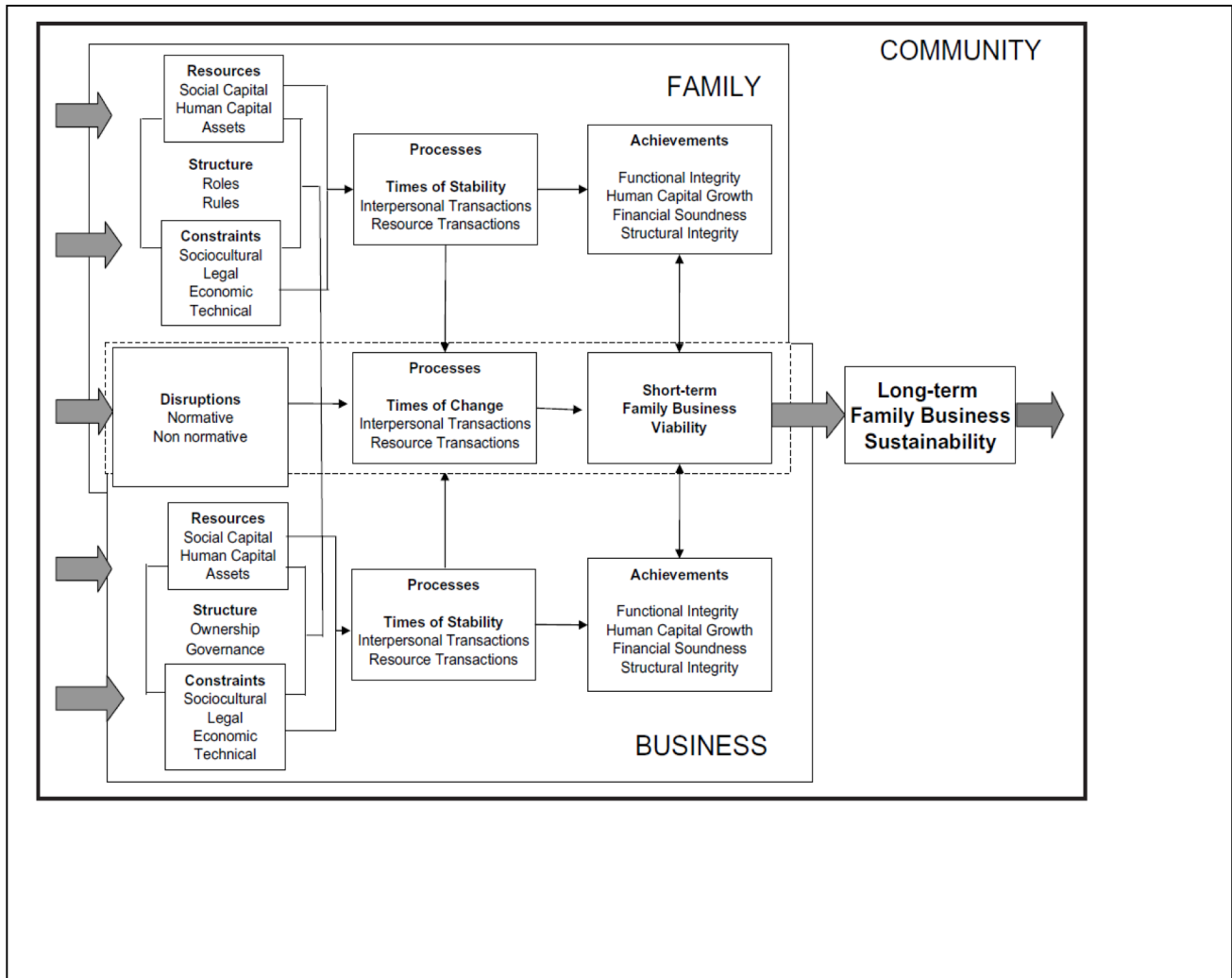


Fig. 2. Extended sustainable family business theoretical model.

Danes et al. (2008) extended The SFBM to include the community for a more comprehensive analysis of the family/business system. The resources and constraints are separated in the extended model. Danes et al. (2008) describe how there is a large portion of the resources that could not usually be seen but are crucial to the family business. For instance, personal characteristics, conditions, and energies are valuable for the family business to make

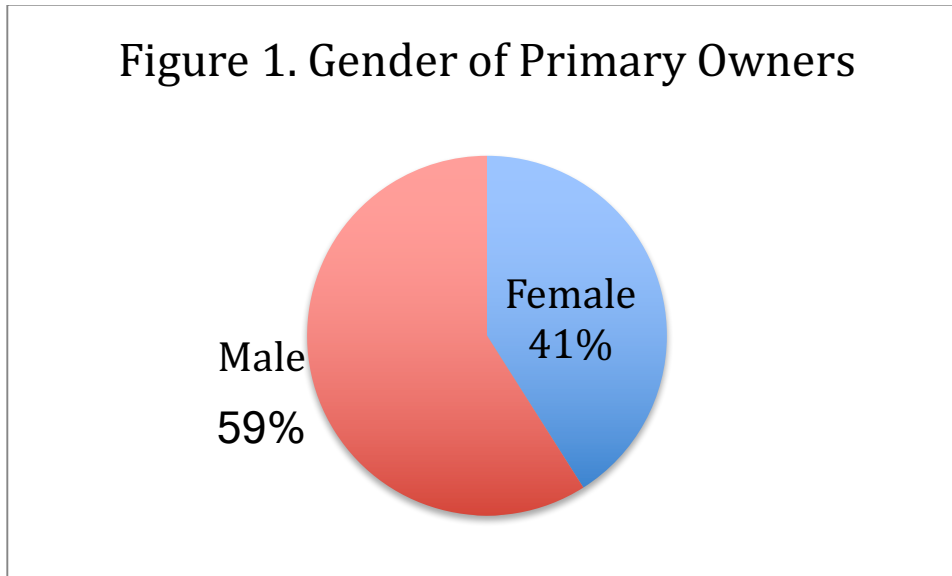
achievements, but these are rarely measured in research projects. In this paper, however, different variables capturing different types of unseen resources are included to better evaluate the hypothesis. For instance, satisfaction and view of goals toward the business are measured and included. There are also constraints that impose limits on resources, acceptable processes, and desirable achievements for the family business (Danes et al., 2008). Time would be an obvious constraint for family members in the business and how to balance the time spent at family and at business would be a tough challenge. In this study, a variable captures the extent of owners seeking ways to separate family business and family time, so that the impact of time constraint on satisfaction would be accountable. Number of children under 6 years old is another variable that would reflect the degree of time constraint for owners. If there are one or more children under 6 years old in the family, they might face bigger challenge in balancing time spent at home and at work.

## **Data**

The data for this study are from the 2012 Intergenerational Farm and Non-Farm Family Business Survey. The survey was a 30-minute telephone survey of rural family businesses in Illinois, Indiana, Michigan, and Ohio, and it was conducted from April 2011 to February 2012. The sample consists of 2,097 small and medium size farms from the four states. The sample has 736 observations and 721 are complete interviews. Among them 653 observations are farm businesses. The response rate was 34% overall, with the Farm sample at 44% and the Non-Farm Indiana sample at 12%. The survey consists of 9 sections, and the main focuses of the survey include succession planning, business management, tensions, business and household finances, satisfaction, and gender issues. Table 1 in the Appendix includes all the variables used in the regression analysis.



## Measures of Constructs



As it was mentioned previously, this paper examines the relationship between role satisfaction of farm family business owners and gender. Specifically, this paper investigates how role satisfaction is different for male and female farm family business owners. As it is shown on Figure 1, roughly 59% of the survey participants are male primary operators of family businesses and 41% of them are female primary operators.

Level of satisfaction that owners have with their roles (role satisfaction) in the businesses is the dependent variable. Role satisfaction is measured with scale of 1 through 3, with no or low satisfaction being 1 and extremely satisfied being 3. Figure 2 below shows that the majority of the survey participants are satisfied or extremely satisfied with their roles in the businesses, including 82.6% of the female owners and 80.7% of male owners. From the sample population, it is more likely for a female owner to be satisfied or extremely satisfied with their roles than male owners.

The level of satisfaction that the business owners have toward getting help from others when in trouble is also measured on a 1 to 3 scale. As it is shown on Figure 3, more individuals, including male and female business owners, feel unsatisfied with getting help from others than those who feel unsatisfied with their roles in the businesses. There are 22.6% of female owners and 30.5% of male owners (comparing to 17.4% for female and 19.3 for male in Figure 2) who feel not or somewhat satisfied with the help they get from others. However, the owners who are satisfied or extremely satisfied with the help they receive from others still represent the majority of the sample.

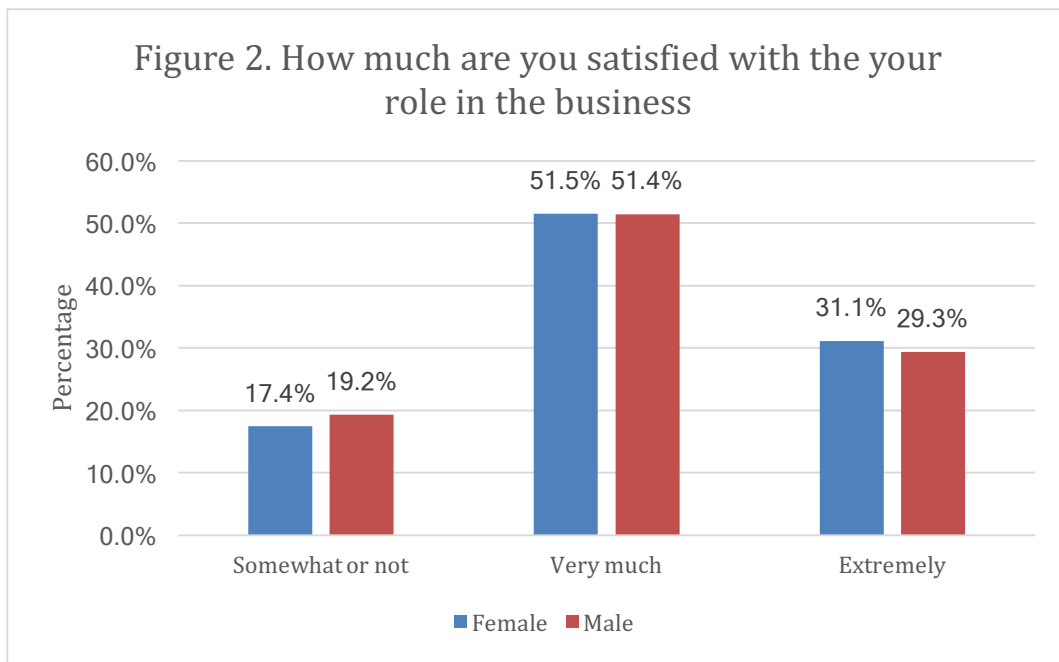
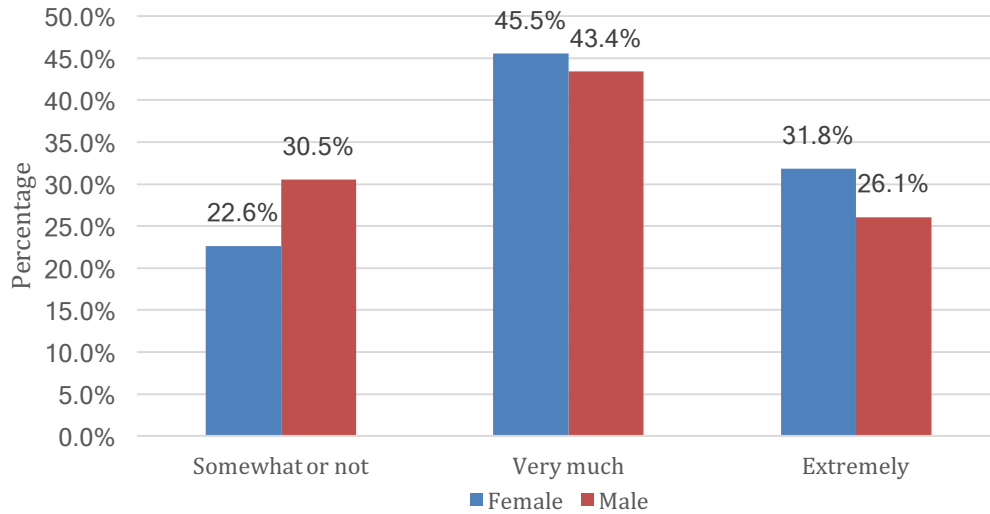
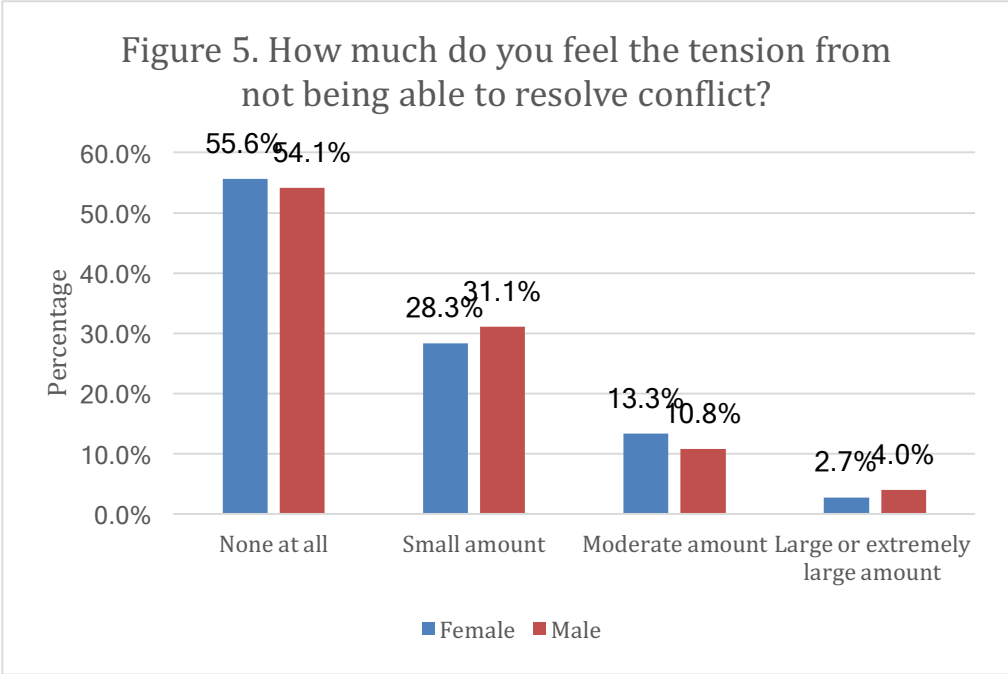
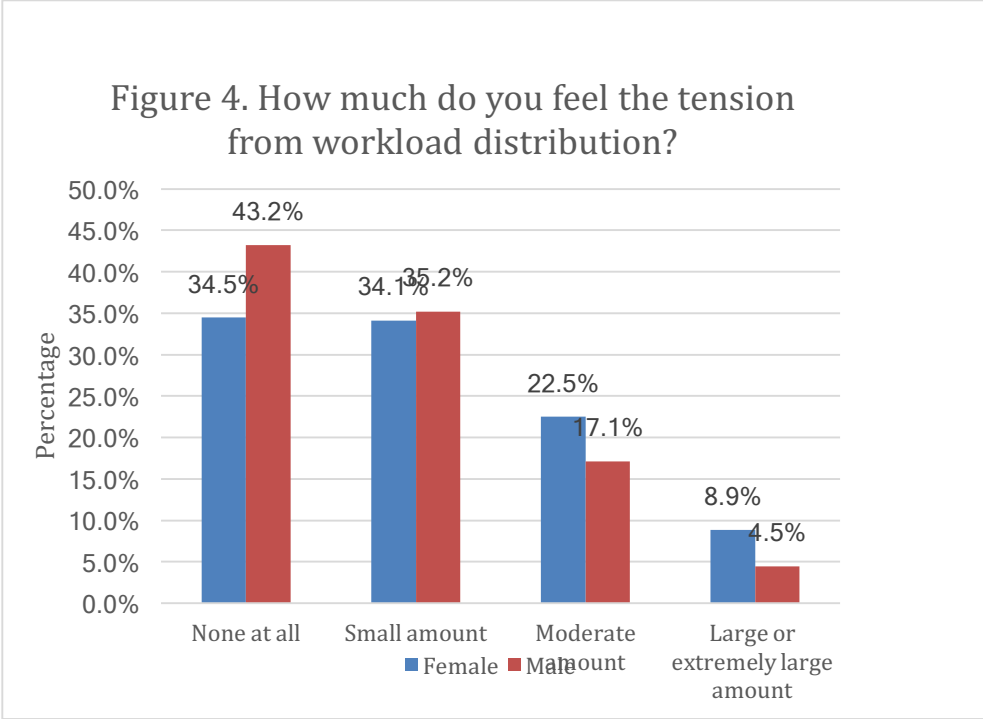


Figure 3. How satisfied are you with the help you receive from others?



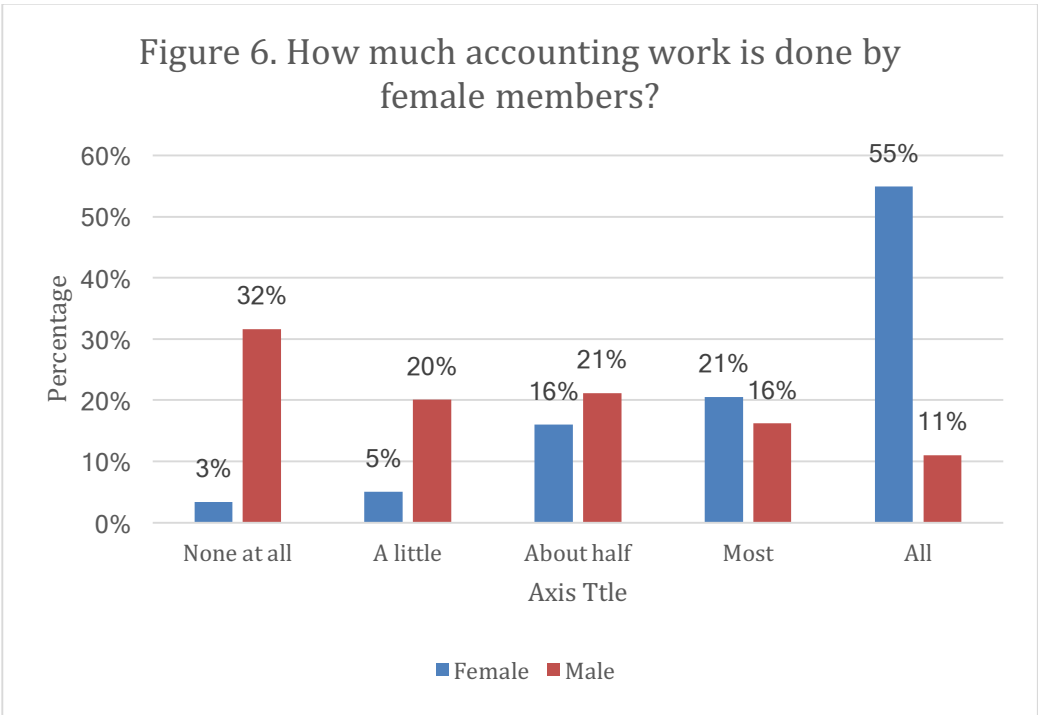
Tension among family members comes from different sources and it is an important factor that influences satisfaction. In this study, tension from failing to resolve conflicts, distribution of workload, and resource competition in the businesses are included in the regression analysis to show how these sources could have impacts on role satisfaction of the primary operators. Figure 4 shows that only a small percentage (4.4% of male and 8.9% of female) of business owners would feel large amount of tension from the workload distribution in the family businesses. More female owners feel the tension from workload distribution than male owners. In contrast, less female owners (2.7%) feel the tension from not being able to resolve conflicts than male owners (4.0%). By comparing Figure 4 and Figure 5, one could conclude that generally owners feel less tension from being unable to resolve conflicts than from workload distribution.



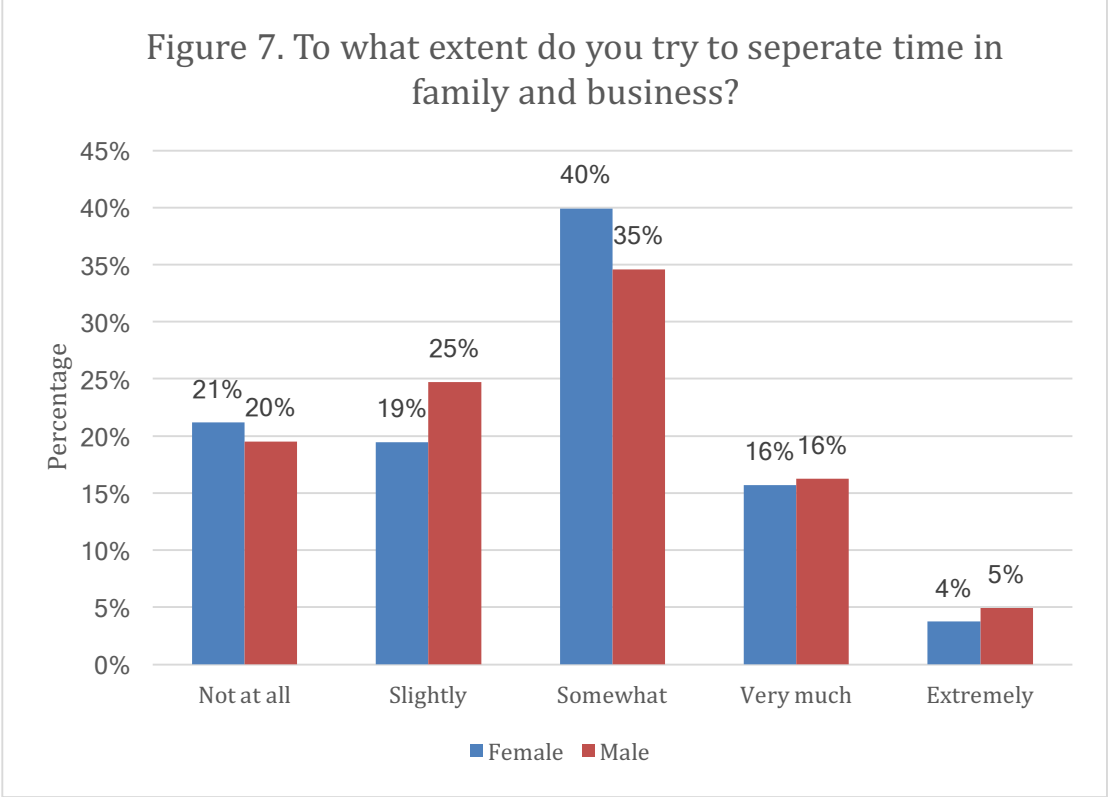
In this study, several variables control business owner characteristics. For instance, the education level of the primary operators divides the population into two groups. Those who have

college degrees or higher are measured with 1 and the rest are measured with 0. The age of the survey participants is a continuous variable that explains more about the population's characteristics. Figure 6 shows that most of the owners are between 40 and 70 years old.

There is a list of variables that help reveal more business characteristics. During the survey, questions such as “how much accounting work and management work are done by female members of the business” are asked to record the details of how the business is functioning. These variables would also show the distribution of workload among male and female members. Figure 7 shows that for female owned or operated businesses, more than half of the businesses would have female members to do all of the accounting work in the businesses. For male owned or operated businesses, only 11% of them would have female members to do all the accounting work. Among them about 31.6% of the businesses, none of the accounting work was done by female members.



How much effort the operators have made to separate the time they spend at home and at business is taken into consideration for the regression analysis. Figure 8 demonstrates that very small portion (3.8% of the female and 4.9% of male) of the business owners would try extremely hard to separate the time they spend at home and at business. Roughly 21.2% of female owners and 19.5% of male owners would make no effort at all to make clear boundary of the time they spend at home and at the business.



The profit and asset variables capture the financial characteristics of the businesses. Both are binary variables with 1 being low profit or low asset. The generation and the primary employment of the operators also contribute to the level of satisfaction they perceive. For family businesses that have several generations of members involved in the business, satisfaction would

be different for each individual. The primary employment of the operator could be within the business (represented by 1) or outside the family or not in the labor force (represented by 0). The age of the firm would also contribute to the level of satisfaction the owners perceive because the owners would face different business situations as the business moves forward.

### **Ordered Probit Analysis and Marginal Effect**

An ordered probit model is employed to analyze the effect of gender on role satisfaction. The first column of Table 4 in the Appendix reports the coefficients and p-value for all the variables when considering the whole population in the research. The satisfaction owners have toward the help they get from others is statistically significant at 1% level and it is also positively associated with the role satisfaction. Both tension from workload distribution and tension from competing resources are negatively correlated with the role satisfaction. The boundary variable is statistically significant at 1% level and positively correlates with role satisfaction. Success is another variable that is statistically significant and it is positively correlated with role satisfaction.

For the ordered probit model that only includes male owner observations, satisfaction from help, boundary, and tension from workload distribution are also statistically significant. However, the second column of Table 4 also shows that the low profit variable is statistically significant and it is negatively correlated with role satisfaction. The result also indicates that if a male business owner has his wife involved in the business, it is likely that he would be more satisfied with his role in the business. Table 5 in the Appendix reports marginal effect results from the ordered probit model. For observations that have male as owners of the businesses, the

probability of feeling low or no role satisfaction given all the other variables are at their mean values is 16%. The probability of feeling satisfied is 57% for male, which is much higher comparing to those for low or no satisfaction.

Column 3 reports the result of the ordered probit of observations that have female as owners of the businesses. Tension from competing resources is negatively correlated with role satisfaction of female owners and it is statistically significant at 1% level. The amount of management work done by female members in the business positively contributes to role satisfaction. In addition, female owners that review their the marketing plan more often are more likely to be satisfied with their role. Another variable that is positively correlated with the role satisfaction is the number of family members employed in the business. Table 5 also report marginal effects for female sample. the probability of feeling low or no role satisfaction given all the other variables are at their mean values is 15%, which is 1 percentage point lower comparing to male owners'. The probability of feeling satisfied is 58% for female.

Marginal effect results for male and female owned businesses show different patterns and it is interesting to compare the results. If a male owner is running a business that generates less than \$49,000 annually, he is 9% less likely to feel extremely satisfied with his role in the business than a male who runs a company that generates more than \$49,000 per year. When a male owner's level of satisfaction from getting help from others increases by one unit, the probability of feeling very satisfied with his role in the business will increase by 13.6 percentage points. If his level of tension from workload distribution increases by one unit, then he is 7% less likely to feel extremely satisfied with his role in the business. In addition, the more efforts this male owner makes to separate his time spent at family and at business, the more likely he would feel extremely satisfied with his role in the business. If the spouse of this male owner also works



in the business, then he would be 11.2% more likely to feel extremely satisfied with his role in the business comparing to a male owner that does not have his spouse in the business. The marginal effect results for female owners tell a different story. If a female owner's level of tension perceived from resource competition increases by one unit, it will be 14.8% less likely for her to feel extremely satisfied with her role in the business. At a business that is owned by female, the amount of management work done by a female member also has impact on the owner's level of satisfaction toward her role in the business. The probability of owner feeling extremely satisfied with her role would be higher if more management work is done by female member in the business. Having a marketing plan would also bring positive impact on the probability of feeling extreme satisfaction by owners. When the number of family members employed in the business increases by one, the probability of the female owner feeling extremely satisfied also increases by 6%.

## **Discussion**

Several main conclusions and discussion points could be made based on the regression analysis results. From the 2012 Family Business survey, one could tell that male and female business owners place their focuses of the business on very different aspects. For instance, some of them indeed perceive tension from various sources, but male owners care more about tension from workload distribution while female owners care more about tension from competing resources for family and for business. The result coincides with what Philbrick et al. (2007) point out: the resources available at business or at household are very important to the female in the management position. Lee et al. (2006) point out that greater competition between family and business resources would result in lower perceived well-being for female owners and managers because conflict arises from the competition. When both male and female owners feel very

satisfied with their roles in the businesses, these two sources of tension would all have negative impacts on their level of satisfaction. As Danes et al. (2000) suggests, conflicts or tension at family businesses have negative impacts on the quality of life of a family business member. It is safe to conclude that business owners would also be influenced by severity of tension from various sources.

Olson et al. (2003) point out that the effect of the family on business ventures is significant. In other words, within a family business, the family would have impacts on the business and the boundary between these two entities becomes important. The results of this study show that for male owners, the extent of effort they make to separate time spent at business and at home is also crucial in deciding the level of role satisfaction. The more a male owner is satisfied with his role in the business, the more likely that his effort to make a clear time distribution boundary would have positive impacts on his satisfaction. To be more specific, if he takes work from the business back to home and work late at night instead of spending quality time with his wife and children, it is more likely that he will have lower level of satisfaction with his role in the business. Another important finding of this research is that when a male owner has his spouse working side by side with him at the same businesses, there is a higher chance he would be extremely satisfied with his role in the business.

Unlike male owners, female owners have different levels of role satisfaction based on different aspects of the family business. Business characteristics such as having marketing plan or amount of management work done by female members are proved to correlate with the level of satisfaction that female members have. Furthermore, female owners are more likely to have higher role satisfaction when there are more family members working in the business.

Previous literature suggests that female owners or managers perceive their business as more successful than male managers (Lee et al. 2010). Furthermore, Lee et al. (2006) state that female owners who report having successful business development tend to have higher perceived well-being. Although the results from this study show that perceiving the business as successful is positively correlated with role satisfaction for the whole sample, success variable is not statistically significant when separating male and female owners into different models.

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**Table 1. Variable List**

Variables	Definitions	Measurements
<i>Business Owner Characteristics</i>		
Gender	The gender of the survey participants	1 if female owner, 0 otherwise
Age	The age of the survey participants	Continues, years of age
Edu	Education level of the survey participants	1 if owner has college degree or higher, 0 otherwise
<i>Family Tension</i>		
Role satisfaction	The level of satisfaction with the role in the business	Response range 1-3: 1 if have no or low satisfaction, 3 if extremely satisfied
Help satisfaction	How often to feel satisfied when turning to others for help	Response range 1-3: 1 if have no or low satisfaction, 3 if extremely satisfied
Tension1	The level of tension that comes from failure to resolve conflicts	Response range 1-4: 1 if none at all, 4 if large amount ;
Tension2	The level of tension that comes from workload distribution	Response range 1-4: 1 if none at all, 4 if large amount ;
Tension3	The level of tension that comes from resource competition	Response range 1-4: 1 if none at all, 4 if large amount ;
<i>Business Characteristics</i>		
Succession	Whether the business has succession plan	1 if yes, 0 otherwise
Goal	Whether profit is the most important goal of the business	1 if yes, 0 otherwise
Low profit	The business profit in 2010	1 if business profit is \$49,000 or less, 0 otherwise
Low asset	Business total asset in 2010	1 if business asset is \$49,000 or less, 0 otherwise;
Success	How successful does the owner think about the business	Response range 0-4: 0 if uncertain, 1 if very unsuccessful, and 4 if very successful
Female accounting	How much of the accounting or record keeping are female members of your family doing	Response range 1-5: 1 if none at all, 5 if all
Female management	How much are female members of your family actively participating in management decisions	Response range 1-5: 1 if none at all, 5 if all
Marketing plan	How often marketing planning is done	Response range 1-5: 1 if never, 2 if yearly, 3 if quarterly, 4 if monthly, 5 if weekly
Boundary	To what extent do owners seek ways to separate family business and family time	Response range 1-5: 1 if not at all, 5 if extremely

Firmage	The age of the firm	Continues, 2010-established year
Generation	What generation is the participant in the family business	1 if first generation, 0 otherwise
Prime employment	Where is (are) the primary operator(s) employed?	1 if in the business, 0 otherwise
Copreneurship	Is your spouse involved in the day to day management?	1 if yes, 0 otherwise
Family employees	How many family members are in management?	Response range 0-5, 0 if none, 1 if one, 2 if two, 3 if three, 4 if four, 5 if five or more than five

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**Table 2. A Profile of Male and Female Owners in the Family Businesses**

	Male Owners (n=427)	Female Owners (n=294)	Standard Deviation
<i>Dependent Variable</i>			
Satisfaction of Roles in the business	2.10	2.13	0.69
<i>Independent Variable</i>			
Profit	Frequency	Frequency	
\$49,000 or less	276	210	
More than \$49,000	123	51	
<i>Business Demographics</i>			
Business Age	26.28	21.00	24.28
Accounting by Female	2.55	4.18	1.50
Management by female members	2.56	3.71	1.14
Copreneuership	Frequency	Frequency	
Yes	257	222	
No	170	72	
Primary employment	Frequency	Frequency	
Employed in the business	279	159	
Other	137	119	
Family members in Management	2.13	2.30	1.05
<i>Participants Demographics</i>			
Age	54.81	53.21	12.45
Education	Frequency	Frequency	
Some college or lower degree	208	151	
College graduate or Graduate	219	141	
<i>Business Growth and Success</i>			
Business total assets	Frequency	Frequency	
\$49,000 or less	276	210	
More than \$49,000	123	51	
Succession Preparation	Frequency	Frequency	0.48
Yes	148	99	
No	278	194	
Business Success	3.10	3.20	0.91
Profit as First Goal	0.23	0.20	0.41
<i>Other Variables</i>			
Satisfaction when turn to people when in trouble	1.96	2.09	0.75
Tension from failure to resolve conflicts	1.63	1.65	0.82
Tension from workload distribution	1.83	2.06	0.91
Tension from resource competition	1.67	1.47	0.79
Extent of separating family and business time	2.62	2.61	1.11

**Table 3. Satisfaciton Distribution at Different Level of Profit**

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Profit	Satisfaction of Roles in the business		
	No or low	High	Extremely High
\$49,000 or less	M=18%	M=53%	M=29%
	F=20%	F=48%	F=32%
More than \$49,000	M=22%	M=49%	M=29%
	F=9%	F=55%	F=36%

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**Table 4. Ordered Probit Results**

	Male and Female Owners (1)	Male Owners Only (2)	Female Owners Only (3)
<i>Business Owner Characteristics</i>			
Gender	-0.084 (0.714)	-	-
Age	-0.005 (0.227)	-0.007 (0.178)	-0.002 (0.775)
Edu	0.053 (0.588)	0.082 (0.515)	0.007 (0.967)
<i>Family Tensions</i>			
Help satisfaction	0.300 (0.000)***	0.410 (0.000)***	0.125 (0.285)
Ten_conflict	0.012 (0.861)	0.071 (0.423)	-0.064 (0.588)
Ten_work	-0.148 (0.020)**	-0.211 (0.013)**	-0.101 (0.325)
Ten_resource	-0.185 (0.005)***	-0.094 (0.258)	-0.449 (0.000)***
<i>Business Characteristics</i>			
Succession	0.121 (0.264)	0.220 (0.104)	-0.093 (0.636)
Goal	-0.147 (0.205)	-0.054 (0.711)	-0.199 (0.329)
Low profit	-0.187 (0.205)	-0.262 (0.096)*	-0.155 (0.548)
Low profit*gender	-0.002 (0.995)	-	-
Low asset	0.090 (0.499)	0.217 (0.229)	0.041 (0.831)
Success	0.095 (0.092)*	0.081 (0.271)	0.107 (0.254)
Female accounting	-0.025 (0.555)	-0.034 (0.513)	-0.063 (0.445)
Female management	0.069 (0.191)	-0.080 (0.283)	0.217 (0.030)**
Marketing plan	0.036 (0.361)	-0.044 (0.401)	0.195 (0.003)***
Boundary	0.134 (0.002)***	0.175 (0.002)***	0.101 (0.166)
Firmage	-0.003 (0.125)	-0.004 (0.145)	-0.002 (0.609)
Generation	0.006 (0.962)	0.037 (0.821)	-0.088 (0.721)
Prime employment	0.051 (0.636)	0.088 (0.540)	-0.016 (0.926)
Copreneurship	0.013 (0.905)	0.348 (0.022)**	-0.211 (0.325)
Family employees	-0.016 (0.758)	-0.049 (0.445)	0.185 (0.058)*
Cut 1	-0.527	-0.688	0.078
Cut 2	1.033	0.906	1.734
Observations	584	364	220
Pseudo R Square	0.0742	0.0872	0.1153
Prob>chi square	0.0000	0.0000	0.0001
Log Likelihood	-549.5	-356.9	-197.4

Note: \*p<0.10, \*\*p<0.05, \*\*\* p<0.01

**Table 5. Marginal Effects**

	Male Owners Predicted Outcome			Female Owners Predicted Outcome		
	satrole=0	satrole=1	satrole=2	satrole=0	satrole=1	satrole=2
Probability of satrole	0.161	0.566	0.272	0.150	0.583	0.267
<i>Business Owner Characteristics</i>						
Age	0.002 (0.180)	0.001 (0.216)	-0.002 (0.178)	-0.001 (0.775)	-0.000 (0.777)	0.001 (0.775)
Edu	-0.020 (0.517)	-0.007 (0.518)	0.027 (0.514)	-0.002 (0.967)	-0.001 (0.967)	0.002 (0.967)
<i>Family Tensions</i>						
Help satisfaction	-0.100 (0.000)***	-0.036 (0.010)**	0.136 (0.000)***	-0.029 (0.287)	-0.012 (0.322)	0.041 (0.285)
Ten_conflict	-0.017 (0.423)	-0.006 (0.438)	0.023 (0.423)	0.015 (0.588)	0.006 (0.596)	-0.021 (0.588)
Ten_work	0.052 (0.014)**	0.018 (0.051)**	-0.070 (0.013)**	0.023 (0.326)	0.010 (0.358)	-0.033 (0.325)
Ten_resource	0.023 (0.258)	0.008 (0.288)	-0.031 (0.258)	0.105 (0.000)***	0.043 (0.031)**	-0.148 (0.000)***
<i>Business Characteristics</i>						
Succession	-0.052 (0.094)*	-0.022 (0.180)	0.074 (0.109)	0.022 (0.642)	0.008 (0.611)	-0.030 (0.632)
Goal	0.013 (0.715)	0.004 (0.690)	-0.018 (0.709)	0.049 (0.356)	0.014 (0.224)	-0.063 (0.309)
Low profit	0.061 (0.080)*	0.029 (0.188)	-0.090 (0.105)	0.034 (0.525)	0.018 (0.618)	-0.053 (0.560)
Low asset	-0.049 (0.195)	-0.025 (0.346)	0.075 (0.245)	-0.010 (0.830)	-0.004 (0.837)	0.014 (0.832)
Success	-0.020 (0.273)	-0.007 (0.297)	0.027 (0.271)	-0.025 (0.255)	-0.010 (0.297)	0.035 (0.254)
Female accounting	0.008 (0.513)	0.003 (0.522)	-0.011 (0.513)	0.015 (0.445)	0.006 (0.463)	-0.021 (0.444)
Female management	0.019 (0.283)	0.007 (0.310)	-0.026 (0.283)	-0.051 (0.031)*	-0.021 (0.097)*	0.071 (0.030)**
Marketing plan	0.011 (0.402)	0.004 (0.417)	-0.014 (0.401)	-0.046 (0.003)***	-0.019 (0.052)*	0.064 (0.003)***
Boundary	-0.043 (0.002)***	-0.015 (0.029)**	0.058 (0.002)***	-0.024 (0.169)	-0.010 (0.220)	0.033 (0.166)
Firmage	0.001 (0.146)	0.000 (0.186)	-0.001 (0.145)	0.001 (0.609)	0.000 (0.615)	-0.001 (0.609)
Generation	-0.009 (0.822)	-0.003 (0.814)	0.012 (0.820)	0.020 (0.714)	0.009 (0.747)	-0.030 (0.724)
Prime employment	-0.022 (0.546)	-0.007 (0.517)	0.029 (0.536)	0.004 (0.926)	0.002 (0.927)	-0.005 (0.926)
Copreneurship	-0.089 (0.028)**	-0.024 (0.050)*	0.112 (0.019)**	0.047 (0.297)	0.025 (0.422)	-0.072 (0.338)
Family employees	0.012 (0.445)	0.004 (0.458)	-0.016 (0.445)	-0.043 (0.060)*	-0.018 (0.126)	0.061 (0.059)*

Note: \*p<0.10, \*\*p<0.05, \*\*\* p<0.01