

Table of Contents

1 Introduction	1
1.1 Background	1
1.1.1 Individual Career Management	3
1.1.2 The Context of Family Business	4
1.2 Problem Discussion	5
1.3 Purpose and Research Questions	6
1.4 Delimitations	7
2 Literature Review	8
2.1 Careers	8
2.2 Individual Career Management.....	10
2.2.1 Career Behaviours	11
2.2.2 Career Outcomes.....	13
2.3 Individual Career Management and Context.....	15
2.4 Careers in Family Businesses.....	16
2.4.1 Family Business	16
2.4.2 Family Involvement and Influence.....	20
2.4.3 Succession Planning	22
2.5 Summary Literature Review	25
3 Methodology and Method.....	26
3.1 Research Philosophy	26
3.2 Research Design.....	27
3.2.1 Research Approach	28
3.3 Literature Review	28
3.4 Primary Data Collection	30
3.4.1 Qualitative Interviews	30
3.4.1.1 Selection of Interview Participants	33
3.5 Data Analysis	37
3.6 Research Ethics	40
3.7 Research Quality	41
4 Empirical findings	43
4.1 Identified Themes	43
4.2 Education and Training.....	43
4.2.1 Lower Level Education	44
4.2.2 Higher Level Education	44
4.2.3 Relevance of Education	45
4.2.4 Lack of Education and Training.....	45
4.3 Subjective Orientation.....	46
4.3.1 Job Satisfaction.....	46
4.3.2 Other People in Mind	47
4.3.3 Career Aspiration	47
4.4 Family Member Prerequisite.....	48
4.4.1 Family Bond	49
4.4.2 Family Influence	50
4.4.3 Family Pressure	50
4.4.4 Convenience	51
4.4.5 Opportunities.....	52
4.4.6 Expectations of Others.....	52
4.5 Individual and Family Business in Symbiosis	53

4.5.1 Responsibilities	54
4.5.2 Competence Development.....	54
4.5.3 Self-Sacrificing	55
4.5.4 Family Business Focus	55
4.5.5 Relationships.....	56
4.6 Vocational Identity	56
4.6.1 Self-Identity	57
4.6.2 Communication Within Family Business	57
4.6.3 Joining Family Business.....	59
4.6.4 Career Awareness	60
5 Analysis.....	62
5.1 Career Choices	62
5.2 Career Planning	65
5.3 Career Goals	68
5.4 Career Development.....	69
5.5 Framework of Individual Career Management in Family Business	73
6 Discussion and Conclusions	74
6.1 Purpose and Research Questions	74
6.2 Implications	78
6.2.1 Theoretical Implications	78
6.2.2 Practical Implications	78
6.2.3 Societal Implications	79
6.3 Limitations and Suggestions for Future Research	79
References	81
Appendices	85

List of Tables and Appendices

Figures

Figure 1. Visual Representation of Identified Gap.....	16
Figure 2. Process of Thematic Analysis.....	39
Figure 3. A Conceptual Framework of Individual Career Management Within Family Business.....	73

Tables

Table 1. Summary Literature Review.....	25
Table 2. Interviewee Criteria	35
Table 3. Summary Qualitative Interviews.....	36
Table 4. Phases of Thematic Analysis.....	38
Table 5. Description of Themes.....	43

Appendices

Appendix 1 – Interview Questions.....	85
Appendix 2 – Consent Form	88
Appendix 3 – 2 nd Level Code Categories and Themes	89

1 Introduction

This introductory section will introduce the emerging topic of individual career management and why it is relevant to an in-depth study in the particular context of family business. A background will be provided of what research within career studies in relation to the field of family businesses has shown so far, along with a description of a specific topic that calls for additional knowledge. This gap in current research forms the purpose and research questions for this study, both which will be presented within this chapter. Moreover, this section will provide a description of the delimitations of the study.

1.1 Background

Throughout history it has been common practice to work for several years in the same firm or industry, both within the private and public sector. It has not been unusual to perceive work as the notion of a job (Simons, Goddard & Patton, 2000) or for individuals to work from a young age to retirement with limited focus on career development. Nowadays, the reality is different and factors such as financial uncertainties, technological advancement, and globalisation, to mention a few have changed the socio-economic environment and conditions for how the world of work is perceived by most individuals (Greenhaus, Callanan & Godshalk, 2010; King, 2004; Nikandrou & Galanaki, 2016). The previous long-term relationship between employers and employees has shifted to the contemporary ephemeral one seen in most situations today (Smale et al., 2019), and the current dynamic setting of careers entails more self-directive planning (Sullivan & Baruch, 2009) than historically. The perception of careers becomes important at multiple levels, including from the individualistic perspective and for companies (Lee, Felps & Baruch, 2014) in their ability to understand the career needs of its employees (Greenhaus et al., 2010). The traditional view of careers being initiated by organisations has been challenged (Briscoe & Hall, 2006; Hall, 1996; Nikandrou & Galanaki, 2016) by the concepts of boundaryless and protean careers, two contemporary theories which hold similar, yet different perspectives on careers (Arthur & Rousseau, 1996a; Greenhaus et al., 2010; Hall, 1996).

The boundaryless view portray careers with emphasis on flexibility (Arthur & Rousseau, 1996a; Briscoe, Hall & DeMuth, 2006; Sullivan & Arthur, 2006) meaning that less focus is placed on internal organisational boundaries such as functional divisions or hierarchical structures. This perspective holds the approach that careers no longer have to be limited to the traditional single employment attitude but can instead be symbolised by interorganisational flexibility. Contrary to historically when careers have traditionally been considered limited to the same organisation or industry, this open and mobile perspective on careers also include that individuals are expected to have to take more self-responsibility for their own careers (Arthur & Rousseau, 1996a, 1996b). The boundaryless perspective on careers has emerged from organisational alterations (Greenhaus et al., 2010) caused by changes in the socio-economic environment, such as those previously mentioned.

Changes in the global economy has also formed the emergence of the protean (Hall, 1996) perspective on careers. This concept includes less focus on interorganisational flexibility but otherwise adopt similarities with the boundaryless perspective and contribute to the contemporary perception of careers as self-directive, driven by values and managed by individuals (Briscoe et al., 2006), contrary to traditionally by organisations. Baruch (2006) suggest that both traditional and current perspectives on careers co-exist in reality, but nevertheless that careers in today's society needs to be managed by individuals to a greater extent than before.

These contemporary career conceptualisations provide the perspectives on careers that largely form the basis of current career studies. It is common to associate the notion of career with workplace and positional advancement to reach increased salary and level of responsibility. Lee et al. (2014) provides a broad definition of careers from a sequence perspective, which develops as work experience accumulates. The authors of this thesis view careers in accordance with this broad sequence perspective and therefore the following definition of careers will be used throughout this thesis:

Careers are individual work-related processes of development which evolve through accumulated work experience.

The advancements of how people view, and value careers constitute the areas and subjects in focus for today's research. One such evolving area within career studies is the topic of individual career management, a concept which, although not new, remains relevant and not yet fully explored.

1.1.1 Individual Career Management

Individual career management has been an evolving topic in career studies since the mid-nineties (Greenhaus et al., 2010) and refers to management by individuals of their careers (Chang, Feng & Shyu, 2014; King, 2004; Kossek, Roberts, Fisher & DeMarr, 1998). Individual career management involve actions by individuals in exploring and creating career opportunities (De Vos et al., 2011; Kossek et al., 1998). Furthermore, it includes individuals having goals for their careers and when they are in charge of managing their own careers, as in the contemporary society, they plan for and work towards achieving those goals which may result in objective or subjective career success (Chang et al., 2014; Kossek et al., 1998). As a result, the essence of individual career management is for individuals to develop their careers by making career choices to achieve career goals that have a positive and self-fulfilling impact for the individual such as career success. These definitions are relatively broad and include a somewhat elusive distinction of the concept. Some scholars focus on competence development and goal attainment (Chang et al., 2014; Kossek et al., 1998) while others have placed emphasis on the associated behavioural aspects (King, 2004). Thirdly, individual career management has also been discussed with focus on career success (Abele and Wiese, 2008; Nikandrou & Galanaki, 2016). Although none of these present opposing views of the concept, there are some differences among emphasis and scope in current research. Common for all is referring to individual career management as a concept resulting from the importance of individuals responsibility to manage their own careers. As a result, this study will apply the concept of individual career management with focus on career choices, goals, planning, and development which provides the following definition that will be used consequently throughout this thesis:

Individual career management is management by individuals of their careers. It involves actions by individuals in exploring and creating career opportunities through career choices, planning, goals, and development to achieve career success.

Individual career management has, as explained, been explored from several aspects. Recent contributions to career studies has elaborated on context and its implications on careers and individual career management (Cohen & Duberley, 2015; Duffy & Dik, 2009; Mayrhofer, Meyer & Steyrer, 2007). Concomitantly, research on individual career management in the specific context of family business is still in its infancy and comprehensive and in-depth views of careers in family business is still lacking (Baù, Pittino, Sieger & Eddleston, 2016).

1.1.2 The Context of Family Business

Family business represent a dominant part of organisational forms around the world and family business research has existed for centuries. However, it was not until the nineties that it became considered as a distinct academic discipline. Since then the field has evolved and currently contribute as an area of rigorous research and increasing interest (Bird, Welsch, Astrachan, & Pistrui, 2002; Wortman, 1994). They make up 90% of companies in the United States (Astrachan & Shanker, 2003) and, in Europe 70% of GDP is generated from family firms (Caputo, Marzi, Pellegrini & Rialti, 2018). This is also the dominant organisational form in Sweden (SCB, 2018). Family businesses consists of interaction between two systems with mutual impact; the family and the firm (Nordqvist, Melin, Waldkirch, Kumeto, 2015), distinguishing them from other organisational forms. Also, the composition of employees and the positions they hold to some extent differentiate family firms from other companies. Non-family employees face different opportunities and challenges in this setting as the controlling family to a great extent alter and form the organisational culture (Gersick, Davis, Hampton, Lansberg, 1997), and family members skills, attitudes, and self-identity may determine what role in the company one will take on (Aronoff & Ward, 2011; Murphy & Lambrechts, 2015). There are various definitions of family business. For this thesis a definition by Astrachan and Shanker (2003) which include two criteria will be applied. This definition means that the owner intends to hand over the company to another member of the family and that the family, not only has ownership of the business but is active in running its daily operations. Given the intention of passing on the business to a family member, this definition provide

a diversification from non-family businesses. This provides the following definition of family business for this thesis:

A family business is a company where the founder or descendant own and runs the business and intends to let it remain within the family by passing it on to another family member.

For family members there are three career paths one can explore: take employment in the company, succeed the former generation as head of the firm, or begin a career outside of the firm. Feelings of family obligations are however strong, and many children of family business background tend to start their career within it (Murphy & Lambrechts, 2015). Career issues become particularly important in the setting of family business (Baù et al., 2016). This is because career aspects, such as those in the case of individual career management; career goals, planning, choices, and development, in this context are expanded by another factor of influence; the family. Despite the relevance of career topics in relation to family firms the existing body of empirical studies appears weak and calls for further exploration and broadened knowledge.

1.2 Problem Discussion

Family businesses make up a majority of companies in many countries and come in different sizes – from small local ones to bigger with markets across the globe (Bird et al., 2002) making them a major financial actor and contributor. What notably distinguishes a family firm from other companies is that they consist of two institutions: the social aspects of being a family as well as the traditional business part. This entails certain characteristics and a specific setting which differentiate family businesses from other organisational forms (Nordqvist, Melin, Waldkirch, & Kumeto, 2015). In today's society there generally exists an enhanced focus and responsibility on individuals to manage their own careers and career settings has become increasingly volatile. However, knowledge of if these and other current career conditions apply to the family firm context is still in its infancy (Baù et al., 2016; Gagné, Sharma, De Massis, 2014; Schröder, Schmitt-Rodermund & Arnaud, 2011).

Family business research is a relatively new field of investigation (Bird et al., 2002; Jones, 2005), but in recent years it has become increasingly popular among scholars. While being young as a distinctive academic field some of the areas that has been largely investigated are family business entrepreneurship (Gagné et al., 2014; Ma et al., 2019), family influence on family members (Powell & Greenhaus, 2012; Schröder et al., 2011) and the effect it has on their vocational identity (Eckrich & Loughhead, 1996; Murphy & Lambrechts, 2015). Notably, succession planning is an area that has been extensively researched (Minichilli, Nordqvist, Corbetta, & Amore, 2014; Sambrook, 2005; Schlepphorst & Moog, 2014). However, current research indicates that there is a need for further attempts to develop a comprehensive and in-depth view of careers in family business (Baù et al., 2016). Previous research has found that family influence may have an extensive effect on individual family members career choices (Gagné et al., 2014), yet despite the increasing interest in career studies as well as the field of family business, existing research provides insufficient knowledge about various career topics in the family business setting.

After reviewing existing literature, it appears that little effort has been made to understand individual career management among family members and the opportunities and challenges they are facing in the particular context of family firms. Given that family businesses are a dominant organisational form in many countries, individual career management among family members pose potential implications both for the individuals themselves, the firms as well the societies where they operate. Therefore, the authors of this thesis argue that the lack of combined research within the fields of family business and careers calls for further exploration.

1.3 Purpose and Research Questions

The particular characteristics of family businesses makes it challenging to apply traditional management theory (Nordqvist et al., 2015) when studying careers of family members. After having examined existing research by prominent scholars within the field, a gap was identified. As a response, the aim of this study is to contribute to existing knowledge and theory by providing an in-depth cross-disciplinary study between the fields of career studies and family business. Thereby the purpose of this thesis is to explore the concept of individual career management of family members active in family

businesses. Based on this purpose, the aim is to answer the following four research questions:

RQ1: How does the nature of family business influence career choices of individual family members?

RQ2: How does career planning work for individual members of family firms?

RQ3: How do family members consider and pursue career goals while being part of the family firm?

RQ4: How does the context of family business affect career development of family members?

1.4 Delimitations

In order to limit the scope and deepen the study, certain limitations have been made. Thereby some information and perspectives have been disregarded since they do not contribute to the purpose of the study.

This research builds upon the experiences and perspectives of subsequent family members who build their career within the family business. Therefore, founding members will be excluded as participant, as they have not had to face such decisions concerning careers that are under investigation for this study. Namely, being part of a family that runs a family business and under that condition being faced with decisions related to one's career. Since the founder has made the choice to start a business and thus did not have to make choices about his or her career in a context where the family business existed, they fall outside this investigation. Also, given that this study focuses on the perspectives of family members from the owning family, members by marriage and employees who are not part of the family will be excluded from this study. Further, due to the need of accessibility, the interviewees of the empirical data collection will all be part of family firms located within Sweden in the Jönköping region.

Although there is research indicating that gender has an influence on career development (Abele, 2003), this study will not consider gender associated studies. Given that the unit of analysis will be members of family firms, and the aim is to include diversity among the interviewees, the authors of this thesis do not deem the aspect of gender relevant to inclusion.

2 Literature Review

The intent of this section is to provide an extensive theory-based research framework to depict some of the most influential work, in relation to the purpose of this study, within the fields of career studies and family business research. It begins with a broad discussion of career studies and from there deepen the understanding of individual career management by presenting various views of existing research. Next, it dives deep into some of the main areas of family business research and present literature relevant to this study on what is currently known about careers in family businesses.

2.1 Careers

The field of career studies has existed for decades with historical perspectives on traditional careers as highly structured, hierarchy based with organisational focus (Rosenbaum, 1979; Wilensky, 1960, 1961). Technological advancement, financial ambiguities, and an increasingly globalised world has changed the nature of the socio-economic environment and as a result, new conceptualisations of careers have emerged (King, 2004; Nikandrou & Galanaki, 2016; Sullivan & Baruch, 2009). Contemporary views tend to place career responsibility with individuals rather than organisations (King, 2001, 2004) and portray careers as self-directive (Sullivan & Baruch, 2009) with emphasis on flexibility and mobility (Arthur & Rousseau, 1996a; Hall, 1996).

Traditionally there has been a tendency to define careers in terms of the relationship between employers and employees, as how Hughes (1937) depicted careers as a moving perspective in which individuals oriented themselves with reference to social order and typical arrangements of work. Contemporary scholars tend to favour broader definitions, where less weight is placed on boundaries and organisational importance. Baruch and Rosenstein (1992) talk about careers in terms of an individual process of development along a sequence of both experience and jobs, which does not have to be limited to one organisation. Lee et al. (2014) provides a wide definition where they talk about careers from a sequence perspective, which develops as work experience accumulates. This and additional contemporary broad definitions originate from the boundaryless career concept by DeFillippi and Arthur (1994) and Hall's (1996) protean careers.

Arthur and Rousseau (1996a) talks about careers as transcendent across boundaries. This mobility manifests through shifts within single employments in ways such as crossing functional divisions or hierarchical structures, but it can also take place through movement among employers, industry or occupations (DeFillippi & Arthur, 1994). The boundaryless career is perceived as autonomous from the organisation where Arthur and Rousseau (1996a, 1996b) argue that these modern careers not only require individuals to self-manage their own careers but that this is how contemporary careers exist. Although the view of careers as boundaryless with emphasis on individual responsibility is shared by Baruch (2006), he differs from the majority of scholars of the boundaryless perspective on careers. This given that he argues that while careers are increasingly demanding individual responsibility and management, most careers in reality still exist to a large extent in accordance with the traditional view of careers. Baruch (2006) argue that both the traditional view of careers as managed and controlled by organisations and the opposing boundaryless perspective that onus of responsibility is with individuals, are two extremes. Instead it is suggested that a perspective that balances the relationship between individuals and organisations would be preferable (Sullivan & Baruch, 2009). This commonly occurring way of portraying traditional and boundaryless views of careers as two extremes at various ends of a scale is also considered not fully depicting reality by Nikandrou and Galanaki (2016) and King (2004) who all suggest that individuals with boundaryless careers may yet pursue traditional careers or, to some degree, a combination of the both.

The protean career adopts the notions of mobility and individualistic responsibility from the boundaryless perspective but in this view of careers emphasis is placed on flexibility in terms of individuals need and strive for personal development and growth (Hall, 1996; Sullivan & Baruch, 2009). The Greek god Proteus could change his shape at will and by using him as a metaphor for protean careerists, Hall (1996) depicts protean careers as self-managed, consisting of individuals accumulated experience from both education and work which may be changed and adapted through self-initiated behaviours in order to fulfil individual's internal values and perceptions of career success (Hall, 1996; Nikandrou & Galanaki, 2016; Sullivan & Baruch, 2009).

As the view of careers has shifted from organisational to individualistic focus where careers are considered to be flexible and have the potential to exceed boundaries, it has also become increasingly common to consider career boundaries as both physical and psychological. Sullivan and Arthur (2006) discuss objective and subjective career changes as in crossing boundaries, using a terminology where they refer to physical and psychological career changes. They argue that career scholars tend to separate these in ways that ignores the interconnection between their respective career worlds. Sullivan and Baruch (2009) provide a definition that illuminate both the physical and psychological aspects of careers in terms of movement across physical and psychological boundaries. Their definition states that careers are experiences of individuals throughout their life span which may be work-related or otherwise relevant and not limited to the boundaries of organisations. Physical movement could be the shift from one employer to another or a change of occupation or industry. Psychological movement refer to the inner thoughts, ambitions, struggles, and attitudes of individuals. Movement across psychological boundaries could involve balancing an individual's strive for development while fearing the lack of job security. A psychological boundary can also be exemplified in terms of whether the loss of a job is seen as failure or an opportunity for something new (Sullivan & Baruch, 2009).

The evolvement of these physical and psychological boundaryless and protean perspectives on careers (Arthur & Rousseau, 1996a; DeFillippi & Arthur, 1994; Hall, 1996; Sullivan & Arthur, 2006) constitutes, as depicted, the foundation of contemporary views on how onus is with individuals to manage their own careers. It is the responsibility of individuals to form and develop their careers to achieve their goals and career success through self-directed behaviours which constitutes the concept recognised as individual career management (Greenhaus et al., 2010; King, 2001, 2004).

2.2 Individual Career Management

The concept of individual career management emerged in career studies in the mid-nineties (Greenhaus et al., 2010) and has since been a subject for vocational research among scholars from various disciplines such as management, psychology, and economics (Lee et al., 2014). Individual career management involve actions and choices

of individuals in their pursuit to achieve their career goals, development, and opportunities (Chang, Feng & Shyu, 2014; King, 2004; Kossek et al., 1998) with the purpose to result in a self-fulfilling impact. Career management by individuals can be both proactive and reactive and is not limited to job entry but is required in all phases that the longitudinal process of a career might include (Abele & Wiese, 2008; King, 2004).

The existing body of literature on individual career management is extensive and the self-regulatory concept has been portrayed with various emphasis among career scholars. Some focus on the aspect of planning (Orpen, 1994) while others have placed emphasis on competence development and goal attainment (Chang et al., 2014; Kossek et al., 1998). Individual career management has also been discussed with focus on career success (Nikandrou & Galanaki, 2016). It is noted that these differences among emphasis in the literature can be divided into two major sub-sections; (1) behaviours, which include actions such as planning and choices, and (2) outcomes, which involve aspects of goals, development, and success. The subsequent sections below will depict how these different perspectives on individual career management are discussed in the literature.

2.2.1 Career Behaviours

Individual career management include behaviours which individuals engage in as proactive or reactive actions to realise their career ambitions (King, 2001, 2004; Nikandrou and Galanaki, 2016; Smale et al., 2019). Abele and Wiese (2008) discuss the importance of self-management behaviours in terms of self-management strategies which they argue have a positive relationship with career success. They suggest that generalised behaviours are insufficient and that individuals need to engage in specific strategic behaviours such as networking and extensive work engagement, for successful individual career management. Furthermore, Abele and Wiese (2008) depict a relationship between individuals who holds career attitudes of psychological and physical mobility and successful career management, resulting from that such individuals to a greater extent will engage in specific strategic behaviours. Similarly, Nikandrou and Galanaki (2016) emphasise that individual career management behaviours involve deliberate choices. In accordance, Smale et al. (2019) argue that individual career management involve proactive behaviours where individuals actively take control of their careers. Using the

terminology career self-management, King (2001, 2004) address individual career management from the perspective of vocational psychology where she correspondingly emphasises that individuals are required to engage in behaviours related to making conscious choices, and planning. Influence and positioning are two of the behavioural categories identified by King (2001, 2004), although contrary to Smale et al. (2019) she argues that both proactive and reactive self-management behaviours may result in successful career management.

A discussion on more generalised individual career management behaviours and career tactics is provided by Orpen (1994), who place emphasis on career planning and goals which he depicts from a process perspective. According to Orpen (1994) individual career planning entails that individuals identify what they desire for their careers, estimate their strengths and weaknesses in regard to their objectives and consciously determine the path and choices needed to achieve the desired goals. Unlike most scholars, Orpen (1994) talks about career management as being a responsibility for both individuals and the organisation that employs them, making career management a joint responsibility. In contrast, in a study investigating organisational training programs aimed at facilitating and encourage career management behaviours among individuals, Kossek et al. (1998) found that the programs did not have the encouraging effect that was intended. Instead the individuals seemed far less engaged in the behaviours after having participated in the programs, supporting the contemporary view that individual career management is a self-regulatory concept, requiring self-directed responsibility of individuals. Kossek et al. (1998) provide an additional emphasis on individual career management behaviours where they argue that developmental feedback seeking, and job mobility preparedness constitute the major behaviours included in individual career management. Concomitantly, another contribution to the discussion of behavioural action is provided by Duffy and Dik (2009), who portray that existing theories related to how individuals' behaviours in making career choices differ in many ways, yet all primarily focus on the connection to internal goals, needs, and pursuit of satisfaction. The authors suggest that individuals who feel that they have control over their own choices and career paths also have a high degree of perceived satisfaction. Correspondingly, Murphy and Ensher (2001) emphasise the aspect of behaviours concerning career planning, described as a

combination of self-regulatory processes partially including, goal setting and self-assessment.

2.2.2 Career Outcomes

Many scholars address individual career management with emphasis on career success (Abele & Wiese, 2008; Chang et al., 2014; De Vos et al., 2011; Orpen, 1994; Smale et al., 2019). The discussion on career success is complex and it appears that in attempts to distinguish and define what it is, it has become increasingly popular in the literature to differentiate between objective and subjective career success. Objective career success refers to verifiable accomplishments such as promotion, position, and income (Abele & Wiese, 2008) whereas subjective success reflects individuals perceived fulfilment in terms of career satisfaction (Chang et al., 2014). Judge, Cable, Boudreau, and Bretz (1995) define career success in a way that includes both the objective and subjective elements by referring to career success as work-related or psychological accomplishments that an individual accumulates from working experiences.

The majority of the literature on individual career management appears to emphasise subjective career elements. De Vos et al. (2011) discuss career success from a subjective perspective and propose that one of its most relevant indicators is career satisfaction. Furthermore, De Vos et al. (2011) define career satisfaction with connection to the flexible attitudes significant of protean careers (Hall, 2006) by stating that career satisfaction is a sense of elation and achievement that occur from an individual's knowledge of their highest endeavour. Nikandrou and Galanaki (2016) discuss career outcomes in terms of subjective career success from a boundaryless career perspective. Yet interestingly they allege that even without a boundaryless attitude, individuals have subjective mindsets about their careers which mirror how they view and assess their career alternatives and the behavioural tendency they have to make certain choices. Similarly, Chang et al. (2014) address the relationship between individual career management and subjective career success and assert that individual career management is important in today's society, given that it allows individuals to develop their careers in ways that leads to subjective career success.

Although there is extensive academic work on subjective career elements, some scholars discuss individual career management in relation to career goals and success from an objective perspective. King (2001) provide a framework of individual career management with subjective measures of career success such as career balance and entrepreneurship. Complementary to this, King (2001, 2004) also visualise important aspects of career success in terms of objective measures such as monetary progression and promotion. According to Orpen (1994) individual career management behaviours in terms of career planning and tactics has a positive relationship with objective career success. This is supported by Abele and Wiese (2008) who found that other specific career behaviours such as networking and extensive work engagement are positively related to objective career success. Smale et al. (2019) argue that the complexity of subjective career success requires it to be viewed as a multidimensional, rather than an aggregate construct. Furthermore, Smale et al. (2019) claim that scholars tend to view and examine career success in relation to individual career management in simplistic ways, resulting in a mix of findings of both positive and insignificant relationships between individual career management and career success in the existing literature.

Chang et al. (2014) focus on the aspects of career development and goal attainment, supporting the necessity of individuals to take responsibility and engage in self-directed behaviours to develop their careers in ways to achieve their desired objectives. However, similar to the view of Baruch (2006) on the coexistence of traditional and boundaryless careers, Chang et al. (2014) portray career development as oftentimes co-managed by individuals and organisations. It is suggested that, although career development is foremost an individual responsibility, career development among individuals will be fostered by organisations who engage in the development of their employees, through activities such as counselling. Both direct and indirect effects are portrayed, as such developmental activities are suggested to not only offer help but also foster initiatives among individuals to further engage in behaviours resulting in the development of their own careers (Chang et al., 2014). Correspondingly, Smale et al. (2019) link proactive behaviours to successful career outcomes and advocate that career goals pose important implications for successful individual career management. Anticipated goal attainment is suggested to have a positive relation to outcomes such as subjective career success (Smale et al. (2019).

2.3 Individual Career Management and Context

Limited focus appears to have been placed so far on exploring individual career management in relation to contextual implications. It appears that when the aspect of context has been included in previous studies, scholars have mainly focused on context as culture (Nikandrou & Galanaki, 2016), limited to single-country settings (Smale et al., 2019) or private and public organisational settings where focus has not been on the context itself, but rather on managerial or employee perspectives (Chang et al., 2014; De Vos et al., 2011; King, 2001, 2004; Kossek et al., 1998). In her article, King (2004) call for enhanced analysis of contextual implications for individual career management.

Many contextual factors such as the economy, culture or social environment have the potential to influence individual's careers (Mayrhofer et al., 2007; Sullivan & Baruch, 2009). Duffy and Dik (2009) depict that those theorists who have focused on external influences on career choices have nevertheless often limited themselves to external influence within the work environment and thereby failed to explore external influences beyond the work setting. An external factor of influence both beyond the work setting and within could be the family, as in the context of family businesses. An individual's career assumptions may be influenced by external factors such as the environment they grew up in. Furthermore, the complexity of the context of family business, consisting of two systems (i.e. the family and the firm) allows that the influence of an external factor for an individual such as the family business, could origin from the influence of an internal factor within that individual, such as inner beliefs originating from the family (Duffy & Dik, 2009).

The authors of this thesis have not managed to identify any literature on individual career management with focus on the context of family business, despite that family firms constitute a large part of organisational forms (Gagné et al., 2014; Jones, 2005). Duffy and Dik (2009) argue that family expectations and needs can influence an individual's choices throughout the entire lifespan of the career process. They depict this by suggesting that in collectivistic cultures, as in the context of family business, parents might have a planned career path for their children as in taking over the family firm,

thereby posing a salient external influence. From another perspective, family could be an external factor that may provide a positive influence on an individual's career process through a supportive role by offering emotional, social or financial assistance (Duffy & Dik, 2009).

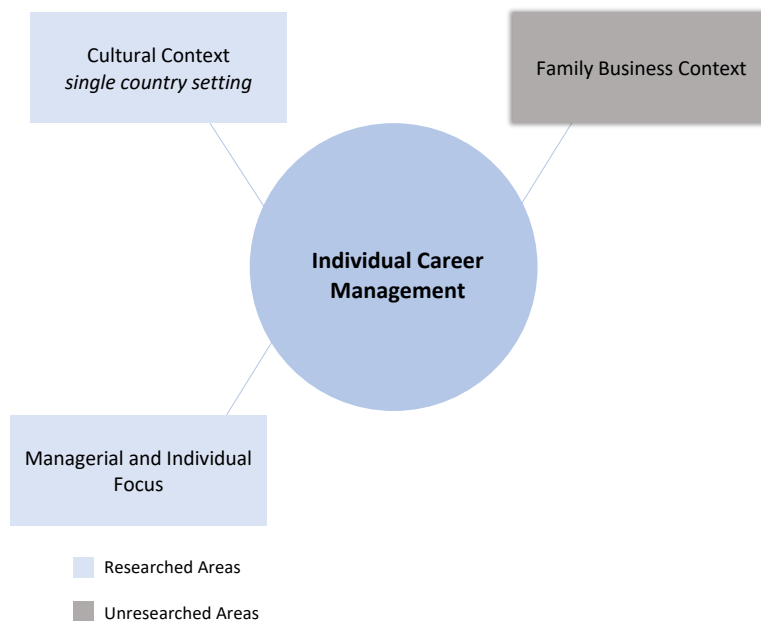


Figure 1. Visual Representation of Identified Gap

2.4 Careers in Family Businesses

2.4.1 Family Business

In many economies, family firms make up a majority of companies (Gagné et al., 2014; Jones, 2005) and for a long time they have played a significant role in economic development. From the start of the Greek civilisation, throughout the industrialisation, until today (Bird et al., 2002). At an average, two thirds of firms in the developed world are considered to be family businesses (Jones, 2005; Westhead & Cowling, 1998). This estimate has its extremes, as 90% of companies in the United States are family firms (Astrachan & Shanker, 2003). In Europe, 70 %of GDP generates from family businesses (Caputo et al., 2018) and also in Sweden this is the dominant organisational form (SCB, 2018). According to Westhead and Howorth (2007) family firms are more common in

rural areas. Their research also shows that these companies tend to be less concerned with profit maximisation but instead stress the significance of family and social agendas within the organisation. These companies come in different forms and sizes (Jones, 2005; Bird et al., 2002) but all hold certain characteristics that define them as family firms.

Reviewing the literature, it was challenging to find a general definition of the term family business. Existing definitions of the organisational form vary somewhat, as the composition of family members, management, and ownership differ from company to company making such firms less homogenous (Chua, Chrisman & Sharma, 1999; Gagné et al., 2014). This may be because the field of family-owned businesses has had many disciplinary contributors such as psychology, law, sociology, economics, and organisation theory to mention a few (Wortman, 1994). Astrachan and Shanker (2003) recognised this heterogeneity with family firms in their pursuit to define the concept, and therefore came up with three alternatives ranging from a narrow to a broader definition. Of these three, the most general one according to the scholars is the middle one. This states that to be a family business the intention of the owner is to pass the firm on to another family member when the time comes and that the family, not only has ownership of the business but is active in running its daily operations. Scholars who further understood the hardship of a unified definition were Chua et al. (1999) who argued that constructing one would cause disagreements and for many companies to be excluded. However, they recognised the importance of having one for research purposes. They therefore presented a definition that says a family firm is a company that is owned and managed by family members or a small group of families who share a vision for the company which they want to persevere to the next generations. This definition hence includes solely family-owned firms as well as those that are family-managed. As previously stated, for this thesis, the definition by Astrachan and Shanker (2003) previously mentioned will be used to identify a family business.

Despite the age of this organisational form and the relevance they bring to economies' GDP and economic progress (Westhead & Cowling, 1998), family business is a relatively new area of investigation in research (Bird et al., 2002; Jones, 2005) and prior to the 80s, little effort was made to fully understand the landscape in which they are operating (Bird et al., 2002). The limited scope of early research is explained by Bird et al. (2002) as an

effect of the fact that it was not viewed as a separate academic discipline until the 1990s. As Jones (2005) stresses, management research has long neglected family firms in the configuration of theories and education surrounding the management field. According to Westhead and Cowling (1998) it may be that the difficulties of defining a general description of family businesses could be a reason for why they were underrepresented in research for so long.

The neglect of family firms has led to that there are few models and theories based upon family firms (Wortman, 1994). This pattern within research could be considered as contradictory when applying traditional management theories and principles to these firms (Nordqvist et al., 2015), as they consist of two main institutions: the typical business landscape as well as the social aspects of being a family. These circumstances create special characteristics which distinguishes family firms from other organisational forms (Bird et al., 2002; Jones, 2005; Ma, Mattingly, Kushev, Ahuja & Manikas, 2018; Nordqvist et al., 2015). Other researchers have however argued that there are three interdependent groups that explain the emergence of these differentiating factors between family and non-family firms previously mentioned. Those groups are family, firm, as well as ownership. They argue that the addition of ownership includes the operational constructs where a family are owners but not part of the operational part as well as those who are managers but do not hold shares (Gersick, Davis, Hampton & Lansberg, 1997; Rutherford, Muse & Oswald 2006; Tagiuri & Davis, 1996).

Scholars have identified so called family-centred non-economic (FCNE) goals (Chrisman, Chua, Pearson, Barnett, 2010; Ma et al., 2019) that are of importance for the special characteristics and sustainability of family firms. Non-economic goals are argued by early theories to not solely be applicable for family firms, but are the e.g. organisational values, attitudes, perceptions, and intentions held by a company (Cyert & March, 1963). This proposition has later been extended by family businesses researchers which claim that non-economic goals combined with the personal relationships between family members could be a reason for the difference between family firms and other organisational forms (Chrisman et al., 2010; Westhead & Howorth, 2007). Ma et al. (2019) present that family business goals influence organisational behaviour and decisions, and is a combination of business-, and family- oriented goals. The FCNE goals

are likely to be emphasized by family firms as the strong stakeholder group of family members highly value goals that are non-economic (Chrisman et al., 2010). This phenomenon could be seen as 'in-group collectivism'. That is that individuals express high degrees of loyalty, belonging, and pride towards their organisation, and in this case family. It is often the case in individualistic societies that career advancement and promotions are desirable, and people do what benefit them personally without thinking about the consequences for the firm and/or others (Smale et al., 2019). In family firms one could however argue that individuals are more collectivistic. This since FCNE goals are remarkably present (Chrisman et al., 2010), the importance of persevering a vision for the firm across generations (Chua et al., 1999), less focus is being put on profit maximisation and more on social agendas (Westhead & Howorth, 2007), as well as members putting the business ahead of themselves (Murphy & Lambrechts, 2015). Smale et al. (2019) describes this sense of in-group collectivism as a feeling of interdependency with group members and a willingness to sacrifice personal gains for the best interest of the society in which they are, where common goals are prioritised.

Entrepreneurship has laid the foundation for family firms, but it has been argued to be differences between family business entrepreneurs and others, as well as between the entrepreneurial role of founders and successors. Founders of family firms are the original creator of their business idea and is often a part of the organisation for an extended period of time, whose influence may impact the actions taken long after he/she is gone (Gagné et al., 2014). The values and goals they establish during their time influence the organisational culture which in latter stages of the firm's existence may impact successors (family business entrepreneurs) to worry about the business reputation in the actions they take (Gagné et al., 2014; Ma et al., 2019). An effect of this may be that family business entrepreneurs are more likely, than their counterparts in other organisational forms, to not enter new markets because of the fear of losing the firm or its legacy (Ma et al., 2019). An entrepreneur often has a personality which is incused by conscientiousness, experience, and openness. Successors and founders are relatively similar with the difference that successors tend to be a bit less independent. Individuals who are more likely to take on the role of an employee in the business on the other hand can be distinguished through their higher levels of agreeableness two (Schröder et al., 2011).

According to Chua et al. (1999) the vision is what distinguishes family firms from others, not simply family involvement. It brings purpose, context, as well as reason for the family to pursue this joint vision. Through research on organisational identification and social identity it has been found that adolescents whose self-identity is strongly defined by a belongingness to the family firm are more likely to be willing to contribute to the future success of the organisation (Chua et al., 1999; Schröder et al., 2011). Powell and Greenhaus (2012) note that the decision-making process for individuals and the choices they make to a great extent is affected by what will bring a positive outcome for the family. Furthermore, family members of the next-generation are likely to put their own needs after those of the family. Therefore, one may argue that family influence is a contributor to the unique circumstances for family firms (Eckrich & Loughhead, 1996; Murphy & Lambrechts, 2015).

2.4.2 Family Involvement and Influence

The tie individuals have with their family has been researched to see how this affects organisational behaviour. It has been shown that personal and organisational choices people make can be highly influenced by other family members (Baú et al., 2016; Gagné et al., 2014; Schröder et al., 2011). The family bond has an effect on what managerial and strategic processes the firm uses, what goals are being pursued, as well as on organisational behaviour and the choices one makes. In turn, this may have direct influence on the performance outcomes of the company (Dyer, 2006; Ma et al., 2019). Powell and Greenhaus (2012) elaborate upon this in their article, but also acknowledges that there are individual differences and that the impact of family factors in work decisions are likely to vary. The two factors that are influencing the decision-making process according to these scholars are the relevance of family identity combined with the strength of family identification. Therefore, individuals' self-identity and how strong the family identity is with them is determining if they take family consideration into account when making decisions for work or for the company (Powell & Greenhaus, 2012). Schröder et al. (2011) raise that even if children choose to pursue a career outside of the business this might lead to disappointment from parents as this could create a less secure future for the firm. Family business entrepreneurs are more likely to value legacy and reputation, and also connect the reputation of the business to the of the family. Hence,

leaving the business could be seen by other members and oneself as abandoning the family legacy (Ma et al., 2019). As family ties create a strong sense of solidarity and commitment among members, it is argued by Murphy and Lambrechts (2015) that it is common for family members who indeed choose a career outside of the firm to continue helping in the family firm. The scholars also found in their research that next-generation members may alter their careers as adults if they are needed in the company. However, it was found that these individuals often pursued their original career goals later in life.

For the next generation of family members, the path towards joining the firm has however been found to be the apparent career option for many (Schröder et al., 2011). One possible reasoning for this pattern is that children who stem from a family business background are often brought up in the company and are at an early stage exposed to its practices and operations (Murphy & Lambrechts, 2015; Aronoff & Ward, 2011). For adolescents, how they view their career development change as they become older. With age they need to explore what career options are desirable and compatible with their personal skills, interests and values. If their kinship ties to the family are strong, children may choose to join the firm (Schröder et al., 2011). Family obligations may be troublesome when adolescents struggle to explore career interests when it is difficult to just take personal reasons into account, but to balance these with family interests (Murphy & Lambrechts, 2015). On this point, Eckrich and Loughhead (1996) found that children whose parents are of family business background have lower vocational identity than children from non-family business homes. This as much energy could be directed towards family involvement and leaving little time and space for exploring personal talents and interests. On the other hand, Schröder et al. (2011) suggests that adolescents who join the firm might do so as they have a perception of the job reward their parents have had and like the freedom they have had in their career. This argument is to some extent enhanced by Ma et al. (2019) who claims that entrepreneurial intent that family business involvement gives to individuals influence them to make career choices within the family firm.

To go in the footsteps of previous generations might be seen as a burden or an opportunity by individuals, depending on how well the job matches their abilities and interests (Schröder et al., 2011). Parents have been seen as an important actor in the career planning of their children (Murphy & Lambrechts, 2015; Schröder et al., 2011) and often face the

dilemma of wanting their business to succeed and live on as well as not wanting to influence the choices of one's children. According to Duffy and Dirk (2009) parents may already have decided upon the future of their children and expect them to choose a career within the firm. On this point, Murphy and Lambrechts (2015) propose that clear communication between generations about vocational identity could help in allowing younger members to fully explore their career options and goals. This may also be good for the company in the long-term, as feelings of coercion for future family-employees may be harmful for the success of the company if they join for the wrong reasons. And also, to seek knowledge and skills outside of the company is also beneficial if they decide to come back to the firm (Aronoff & Ward, 2011; Eckrich & Loughhead, 1996).

Family business involvement may be unavoidable for the younger generations as they spend their early years by helping in the firm. Murphy and Lambrechts (2015) found in their research that this does not only affect the choices of the next generation, but also in some cases alter it as it shapes their career exploration. As the family bond creates such specific and unusual circumstances for family firms, they have to face different career choices than others. Studies have shown (Murphy & Lambrechts, 2015) that children with family business background might have an unclear sense of their future career as intergenerational influence may impact entrepreneurial intent. This brings a two-sided struggle of career decisions as a member of the family as well as a possible successor. It is noted that how to deal with succession and the challenges and opportunities that might bring is an extensively researched area.

2.4.3 Succession Planning

For businesses to be successful they need to obtain a competitive advantage over other firms in order to stay relevant and strong in their sector. Much of these strategic factors stem from knowledge about the capabilities and operations of a firm that has been transferred over time between employees (Durst & Wilhelm, 2012). To retain control over the firm is challenging for family business owners as succession is a delicate matter (Fendri & Nguyen, 2019). Fendri and Nguyen (2019) explains this by stating that only one-third of family firms survives beyond the first generation, which affirm the great risks that are associated with the process. Sambrook (2005) define succession planning as the

process of developing the quality and skills among one's employees to plan for future events such as retirements, illness, promotion, as well as death. The succession process in family firms, however, could be argued to be somewhat more sensitive than in other organisations as emotions and sentiments are more involved. This because executive succession in family business is influenced by fundamental, informal agreements based on devotion and trust and not so much on logic and contracts (Gomes-Meija, Nuñez-Nickel, & Gutierrez, 2001; Minchilli et al., 2014).

The foundation to succession planning often starts long before any formal forms of conversations about the future of the company are taking place between the older and younger generations. The values and attitudes held by adolescents towards the company, as well as work ethics are evolved as the children are growing up (Aronoff & Ward, 2011; Murphy & Lambrechts, 2015). Gagné et al. (2014) says scholars have constructed models to describe the generational passing of power to prepare their successors. One of these is the one by Aronoff and Ward (2011), who present a seven-stage program for successor development: (1) Attitude Preparation, (2) Entry, (3) Business Development, (4) Leadership Development, (5) Selection, (6) Transition, and (7) The Next Round. To summarise this long-term process, it begins during the early years of a child's life and ends with them possibly redoing the steps with their offspring as it cyclical. The potential successor begins his or her development and transition into the company through helping out, part-time jobs, and by being mentored by their precursor about the attitudes and towards the company. As one grows older, the stages become more serious in conversations about actual succession, learning of skills, and development towards one's future position. In the case when more succession candidates are present, the decision of who is most suitable has to be taken before any transition can take place. Minichilli et al. (2014) and Schlepphorst and Moog (2014) suggests that for a candidate to be a good fit they need to possess strong social skills as well as having the necessary technical abilities for the job.

The precursor needs to help the successor to gain the skills that are needed to drive the company forward, and a development plan could be useful to not lose crucial knowledge along the way (Aronoff & Ward, 2011). Also, Durst and Wilhelm (2012) recognises that firms need to undertake actions to retain knowledge in order to have a smooth transition.

Schlepphorst and Moog (2014) have acknowledged a set of soft as well as hard skills that should be possessed by family successors. Hard skills are those that are more measurable and objective – such as cognitive and technical skills – whereas soft skills concern personality, attitudes, and behaviour which creates motivation and a sense of belongingness. These scholars found that as important as hard skills are, soft skills are required to do a good job and as a family member to be a well-functioning successor (Schlepphorst & Moog, 2014). Skills could be gained through education or employment outside of the family business (Aronoff & Ward, 2011), but important knowledge is also collected through helping and observing throughout the succession process (Murphy & Lambrechts, 2015).

The importance of a balanced combination between hard and soft skills for successors becomes clear through literature as can be seen in this section of the thesis. Schlepphorst and Moog (2014) describes how a true commitment to the firm builds trust and respect among others, which is something that other scholars agree upon (Chua et al., 1999; Chrisman et al., 2010; Westhead & Howorth, 2007). To even further enhance this view, family business owners tend to make decisions based on how it will affect their socioemotional wealth (SEW) (Ma et al., 2019; Minichilli et al., 2014) and look beyond what could be considered to be classical business measurement such as financial returns (Minichilli et al., 2014). SEW could be seen as what creates the unique characteristics of family firms (Gomez-Mejia et al., 2001). To protect the socioemotional wealth of the company is an important organisational goal, therefore strategic decisions may be made to its advantage (Gagné et al., 2014; Minichilli et al., 2014).

To conclude, Aronoff and Ward (2011) stress that the decision to join the family firm or succeed one's precursor should be viewed as an important personal choice that the younger family members have to make on their own. They further propose that the individual should prepare a personal-development plan together with a mentor where they specify the goals, attitudes, and knowledge they believe are needed for the role they are taking on.

2.5 Summary Literature Review

In an attempt to summarise and visualise the previous discussion, a table which depicts the main topics of the literature review is provided.

Table 1. Summary Literature Review

Topics	Review
2.1 Careers	There is extensive literature on career research with contributions from several disciplines, including management, psychology and economics. Traditional careers are characterised as highly structured, hierarchical and organisationally focused. In contrast, contemporary perspectives on careers emphasise physical mobility (boundaryless careers) and individual flexibility (protean careers).
2.2 Individual Career Management	Individual career management is a self-regulatory concept characterised by the responsibility of individuals to self-manage and take charge of their own careers. There are many elusive definitions in the literature, however all relate to career planning, choices, goals and development.
2.2.1 Career Behaviours	Career behaviours are described in terms of proactive career planning and deliberate choices. Some of the foremost self-directed career behaviours discussed are networking and extensive work engagement.
2.2.2 Career Outcomes	Career outcomes involve (1) objective career success (pay, promotion) and (2) subjective career success (perceived satisfaction) as well as (3) career development and (4) goals.
2.3 Individual Career Management and Context	The literature on contextual implications and individual career management appears lacking. Existing contributions mainly focus on context in terms of culture, mostly limited to single-country studies.
2.4 Careers in Family Business	Family businesses are the most common organisational form and is a great contributor to GDP but was long neglected in research. The special characteristics of the firms, mainly having a strong focus on social agendas, make them hard to define and difficult to compare to other firms.
2.4.1 Family Business	
2.4.2 Family Involvement and Influence	The family bond affects many strategic choices for the firm as well as career decisions for adolescents. Research has found that for many, joining the firm is a natural choice and their vocational identity is not as strong as those from non-family business homes.
2.4.3 Succession Planning	Succession planning in family firms starts informally from a young age in form of helping at the firm and later in life evolve to more planned development. It involves learning hard skills that are necessary as well as adapting to the values and attitudes of the firm.

3 Methodology and Method

This section aims to depict the methodological logic of our study in relation to our purpose. We begin by presenting our philosophical standpoints and elaborate on the reasoning of our choice to pursue a constructivism research paradigm. We continue by presenting the exploratory nature of our study and the logic of selecting an inductive research approach. This is followed by our reasoning for conducting semi-structured interviews for our collection of data. We then delineate the process of gathering and analysing our data. Thereafter, we conclude this section with a discussion of the ethical implications and quality assurance of our study.

3.1 Research Philosophy

Prior to our inquiry of new knowledge, we should consider our philosophical standpoints, as these will guide the most suitable way for us to design our research. Furthermore, by contemplating our ontological and epistemological assumptions we might increase the quality of our research (Easterby-Smith, Thorpe, Jackson & Jaspersen, 2018) and enhance our chances of making a meaningful research contribution (Saunders, Lewis, & Thornhill, 2009). Philosophical factors such as ontological and epistemological positions affect the outcomes of research activity, given that ontology has to do with how one perceives the nature of reality and existence while epistemology refers to a researchers most suitable way of reflecting the nature of the world (Alvesson & Sköldberg, 2018; Easterby-Smith et al., 2018). The notion of paradigm is frequently occurring within the social sciences and may be referred to as a way of examining social phenomena through a coherent pattern, a set of basic assumptions about worldview (Easterby-Smith et al., 2018; Guba & Lincoln, 1994; Saunders, Lewis, & Thornhill, 2009). In our case we pursue a research paradigm of constructivism, given that none of us believe that there exists one single truth and reality, but rather that reality is a social construct, determined by people. Furthermore, our adoption of paradigm result from that we find ourselves particularly interested in various interpretive methods, which include aspects such as experiences of people and the meaning that they place on those experiences such as what they feel, think and how they communicate (Alvesson & Sköldberg, 2018; Easterby-Smith et al., 2018; Saunders et al., 2009).

Ontology refers to the underlying philosophical assumptions one makes about the nature of reality (Alvesson & Sköldberg, 2018; Easterby-Smith et al., 2018; Guba & Lincoln, 1994). The purpose of our study is to explore the concept of individual career management among members of family business. As a result, our study will include several elements: (1) the concept of individual career management, (2) the perspectives of different individuals (i.e. family members) in the specific context of (3) family business, which holds two systems: the family and the firm. We believe that the elements of our study, holds to much complexity to be explained with a single explanation of truth. In contrast, we believe that multiple truths exist and that these depend on from which perspectives and views they are observed, which correlates with our ontological position of relativism (Easterby-Smith et al., 2018).

According to Easterby-Smith et al. (2018) no philosopher subscribes to all aspects of one particular epistemological view, which concern one's basic beliefs about the best ways of exploring the world. However, equivalent to the epistemological position of subjectivist (Guba & Lincoln, 1994) we believe that reality is a social construct. Accordingly, we are interested in studying the perspectives and experiences of various members of family business to try and explore how the concept of individual career management apply in the context of family business: how family members make career choices and plans to achieve their career goals, how family members strive for and achieve career success and how family members engage in their career development.

3.2 Research Design

The function of research designs is to structure research activities to enhance the accomplishment of fulfilling the research purpose. Exploratory studies tend to evolve from the identification of some sort of phenomena and are then proceeded in an attempt to explore that particular phenomena (Easterby-Smith et al., 2018; Saunders et al., 2009). Through our literature review we found the phenomena of individual career management and identified a lack of knowledge in existing research about this concept and family firm contextual implications. As a result, we aim to adopt an explorative research design for our study, with the purpose of examining individual career management in the specific

context of family business. We note that exploratory research partially differentiates in how it attempts to create new knowledge and provide foundations for forthcoming research, rather than present conclusive answers (Saunders et al., 2009).

Based on our purpose we formulated four research questions, and in alignment with our philosophical standpoints and the exploratory nature of our purpose, we will conduct a qualitative study. This will allow us to adopt interpretive approaches and study our identified phenomena in a specific natural setting (Alvesson & Sköldberg, 2018). Our choice of research strategy is further strengthened through our literature review, where we found calls from scholars on context specific research on individual career management (King, 2004).

3.2.1 Research Approach

There are two major distinctions of research approaches: deductive and inductive (Alvesson & Sköldberg, 2018). Deduction test theory and hypothesis which require that resulting facts can be qualitatively measured while in contrast induction build theory resulting from data collection and analysis (Alvesson & Sköldberg, 2018; Easterby-Smith et al., 2018; Saunders et al., 2009). Given our decision to conduct a qualitative exploratory study of a phenomenon which has not been investigated in the particular setting a deductive approach is deemed unfitting. Consequently, the research approach for this study will be inductive and further want to ensure to keep our minds open for new discoveries which the choice of an inductive approach supports. This is not contradicted by our use of literature and theory (Saunders et al., 2009), but will rather enable us to adapt an interactive process of the relationship between theory and data (Easterby-Smith et al., 2018).

3.3 Literature Review

A literature review is an analytical summary of existing research in relation to a specific area or topic (i.e. what is already known) (Easterby-Smith et al., 2018). To increase our understanding of existing knowledge within career studies and family business research we commenced our research process by conducting the literature review which

constitutes the frame of references in the previous part of the thesis. Beyond increased knowledge of what is already known about the topic of careers in the family business setting, our analysis of the literature allowed us to identify the gap which constitutes the purpose of this study.

Our process began with an interest in family businesses, after which we contacted a teacher at Jönköping University who conducts research within this area to seek advice on how to approach the field. We were suggested to get acquainted with ‘call for papers’, which are special editions from researchers proposing additional research of specific subjects and areas. As a result, we identified a special issue addressing the topic of careers in family business from which our interest in combining career studies and the field of family business was raised.

As part of ensuring the quality of the study, we decided to include only peer-review articles (Easterby-Smith et al., 2018), which we searched for using the academic databases Web of Science and Scopus. Our initial intent was to conduct a purely systematic review meaning that all sources of a specific topic should be put through consideration and evaluation of the researchers. Consequently, we excluded the idea of performing a traditional review where references are included based on what the researcher deems relevant (Easterby-Smith et al., 2018). We commenced our search to explore the topic of careers in family business, with filters to only include management and business articles, using the following combination: “family business*” AND “career*”, resulting in 76 articles from the database Web of Science and 84 from Scopus. Given that family business is commonly also referred to as family firm we performed an additional search accordingly: “family firm*” AND “career*”, which provided 41 articles from Web of Science and 43 from Scopus. While getting acquainted with the articles we had identified so far, we began familiarise ourselves with the field of career research where we came across the concept of individual career management. We noted that the articles on careers and family businesses focused on succession planning, family involvement, and family influence. However, there seemed to be a gap in existing research about the various elements of individual career management for family business members and if and how the concept works in this particular setting. Consequently, we conducted the following search: “family business*” OR “family firm*” AND “individual

career management*”, which resulted in zero hits in both Web of Science and Scopus. Thereby we had identified the research gap which constitutes the purpose of this study: to explore the concept of individual career management in the context of family business.

At this point of analysing the literature we found additional sources which we deemed relevant for inclusion, by examining the references used in our already identified articles. As a result, we confined our initially systematic review to proceed to some extent with a traditional approach.

3.4 Primary Data Collection

For qualitative studies, primary data may be gathered through text and language as in the case of interviews or by observational and interactive methods which includes varying levels of participation of the researchers conducting the study (Easterby-Smith et al., 2018). Qualitative research has an interpretive nature which often involve researchers examining occurrences in the natural setting where they take place (Alvesson & Sköldberg, 2018). This type of research is then followed by attempts to make sense of explored phenomena, experiences and the meaning people place on experiences (Easterby-Smith et al., 2018). Consequently, the interpretive character of qualitative studies places a lot of responsibility on the researchers conducting the study, in terms of having an objective and reflective mindset (Alvesson & Sköldberg, 2018).

Interviews is one of the prevalent methods for gathering primary qualitative data, however there is no one size fits all type or method for conducting interviews in qualitative research (Easterby-Smith et al., 2018). Instead, interview suitability depends on various factors such as research topic and context. Our choice of conducting semi-structured interviews for our study will be elaborated upon in the following section.

3.4.1 Qualitative Interviews

The method we chose for gathering data for our study was face to face interviews. Interviews in qualitative studies enable researchers to gain insights to social realities and gather detailed information about understandings and experiences of interview participants. Through interviews, primary data can be gathered through natural language

as spoken words and written text from which content and meaning are interpreted and analysed (Alvesson & Sköldbberg, 2018; Easterby-Smith et al., 2018). Our strive to gain broad knowledge and deep understanding of a phenomena in a context where individuals possibly perceive certain information as sensitive, provide a type of study where the method of face to face interviews is highly suitable (Easterby-Smith et al., 2018). Concomitantly, the exploratory purpose of our study, our previous experience of conducting interviews and our access to interview participants strengthened our choice of interviews as method for gathering data for our study (Easterby-Smith et al., 2018).

There are various strategies for conducting interviews that vary in level of suitability depending on the purpose and nature of the research to be carried out. Three categorisations are frequently used to distinguish strategies of qualitative interviews: highly-structured, semi-structured, and unstructured (Easterby-Smith et al., 2018). The exploratory nature of our study which require flexibility (Saunders et al., 2009), constituted a situation where we wanted to get as rich and detailed information as possible from our interviewees. Correspondingly we wanted to apply an interview strategy that would allow open answers while simultaneously enabling flexibility through all individual interviews. Concomitantly, given our limited experience in conducting interviews we still perceived a need for prepared structure of our questions and, consequently the use of an unstructured interview strategy was excluded. As a result, we choose to apply a semi-structured strategy which entails open questions and flexibility to a larger extent than highly-structured interviews (Saunders et al., 2009). We considered semi-structured interviews best suitable for our study as these would permit consistency and structure during our interviews through pre-formulated questions (Easterby-smith et al., 2018) while allowing flexibility and adaptation (Saunders et al., 2009) in each of our meetings with individual participants.

We began the preparations for our interviews by constructing a list of pre-formulated questions (Appendix 1), most which could be addressed in a flexible manner without strict order, in accordance with typical semi-structured interviews (Easterby-smith et al., 2018). To prepare a basic guide for the conduct of our interviews and ensure mutual understanding between ourselves and our participants (Easterby-smith et al., 2018), we prepared a set of bullet points of what needed to be covered as part of introducing

ourselves and the formalities (Appendix 1). This included a consent form (Appendix 2) which we had created as part of ensuring ethical aspects of our study, depicted later in this chapter, and to outline our various roles and responsibilities throughout the research process. Thereafter we organised our questions according to the following structure: (1) easy-going questions to 'break the ice' and provide a comfortable setting for our participants, followed by (2) open questions directly related to our themes and finished with (3) allowing the participants opportunity to complement or nuance their answers.

All questions revolved around the various topics in relation to the phenomena of individual career management and family business research, which we had identified through our literature review. The topics which formed the foundation for our questions, related to individual career management consisted of career behaviours and outcomes. In relation to family business the corresponding topics were family involvement, influence, and succession planning. Thereafter we revisited those articles included in our review, constituted by quantitative studies, to seek inspiration for our questions from previously developed hypotheses and measurement scales within the area of career research. As a result, our pre-formulated questions were expanded on specific aspects of our themes with influence from Abele (2008) on self-awareness of goals and conscious strategies for achieving goals. Similarly, from De Vos et al. (2011) on active attempts to develop individual competence for both self- and company benefit as well as from Kossek et al. (1998) on how individuals perceive their own ability to create conditions for and control their careers.

During the course of a month, which extended over March and April, we conducted 16 face to face interviews with family members who are active in family businesses around the Jönköping region. However, one of the interviews was excluded from the study as it became evident during its course, that the interviewee fell outside our participant criteria. Consequently, we gathered 14 hours of data for our research as a result of 15 face to face interviews. The basic structure was consistent throughout our interviews, in accordance with our preparations. We started by presenting ourselves, the purpose of our study and what the interview would be about, followed by asking for permission to record. We continued by describing the meaning of the promised anonymity, which is further explained in one of the following sections, and to assure us of the participants'

understanding that there were no right or wrong answers. Furthermore, that they themselves as individuals would never be put under the spotlight to be analysed, but rather that we would identify and analyse patterns from all our interviews. Thereafter, we completed the introductory part by informing our participants not to hesitate to contact us if any questions or concerns should arise after the interview, after which the consent form was signed by all parties. We divided our responsibilities during the interviews so that one of us was primarily in charge of asking the questions and the other of taking notes, although we both contributed with probing and follow up questions to extract additional information and reflection from our interviewees (Easterby-smith et al., 2018). Each interview was fully transcribed after its completion, and we were particularly careful to transcribe verbatim to not risk losing any information for the forthcoming analysis.

Before contacting any family members or conducting interviews we established what criteria we had for our interviewees. We did this as a step in ensuring the quality of our participants in relation to our study and the following section will portray a detailed description of our requirements.

3.4.1.1 Selection of Interview Participants

Results and evidence from scientific studies often provide the basis for decisions with potential consequences for large groups of individuals (Easterby-smith et al., 2018). Given this, a crucial part of conducting research is to consider various sample designs and strategies. The notion of population refers to a total number of entities from which a researcher aspires to draw conclusions (e.g. all employees within an organisation) whereas a sample is a finite subset of that population (e.g. some of the employees within an organisation) from which inferences are drawn about the population. Inferences comprises how evidence gathered from samples are continuously used within research to draw conclusions about entire populations (Easterby-Smith et al., 2018; Saunders et al., 2009). Consequently, careful consideration of sample design and strategy is an important step for researchers in ensuring quality of the research.

In accordance with what Easterby-smith et al. (2018) suggest should be the initial step of preparations for gathering data, we began our data creation process by choosing sample

design and developing our sample strategy. Sampling designs can be divided into two major categories: probability and non-probability sampling, where the first imply that each member of a population has the same probability of being selected as a representative, requiring random selection from that population. In contrast, non-probability sampling involves framing the population in ways to match aspects such as the purpose of the study or data accessibility, both which can potentially aim to identify instances of the population at large (Easterby-smith et al., 2018; Saunders et al., 2009). As the purpose of our study is to explore the phenomena of individual career management from a different perspective than depicted in existing literature, namely in the specific context of family business, we chose to apply a non-probabilistic sampling design and apply a purposive sampling strategy. Purposive sampling involves defining a criterion for entity inclusion according to the purpose of the study (Easterby-smith et al., 2018). The aim of our research meant that we purposely wanted to include participants especially experienced with the phenomena of interest for our study (e.g. members of family businesses). However, to increase the quality of participants in relation to our purpose, a predefined criterion was established before any contact was initiated.

We began our reasoning with how we did not want to include members who founded the family business, as they can be considered to have made their career choice without having the family's existing company in mind. Also, we only wanted to include members of the owning family, not members through marriage. Furthermore, we reasoned that we would exclude members who had only made one career choice (e.g. to start working within the family business) so far back in time that it can be assumed that they have no experience of the contemporary phenomenon that constitutes our investigation. Beyond this we did not think it was relevant to draw a boundary in relation to how long the members had been active within the businesses, given how the study aim at exploring individual career management for individuals who are currently active and who has made the choice to work within the family business, regardless of whether it was recently or several years ago. Next, the notion of representation fostered our rationale and we wanted to ensure diversity between the different perspectives of our interviewees. Consequently, we decided to include as equal distribution as possible of male and female participants, also with regards to age and position, from a spread of industries across the Jönköping region. We considered this distribution favourable for our sample criteria, in alignment

with our philosophical standpoints, to not limit ourselves and risk including to narrow or unilateral perspectives and perceptions of realities. As a result, our interviewee criteria are as depicted in the table below.

Table 2. Interviewee Criteria

<i>Interviewee</i>	<i>Male/Female member of the owning family</i>
<i>Occupational Status</i>	<i>Currently active within the family business</i>
<i>Age</i>	<i>Between 20-50 years old</i>

Initially we made use of our existing network such as family and friends to allocate potential individuals to contact but, to clarify, we were strict not to initiate any contact with family members which we knew personally. This led to the identification and contact by phone of nine family members of which six agreed to participate in an interview. Thereafter we scouted online for family business members by allocating various websites of family businesses around the Jönköping region, after which phone contact was made with seven additional individuals, resulting in three more participants for our study. At this point we experienced difficulties in getting in touch with female family members who are currently active within the business. Therefore, we reached out to those in charge of the business community in some of the region's municipalities and asked for help in allocating family businesses with female members. This resulted in additional contact with eight female individuals of which seven agreed to be interviewed. Thereafter we decided to await contacting additional individuals before we had commenced our interviews, given our intent to gather and analyse our data in a circular process until additional information was unlikely to appear (Easterby-smith et al., 2018) and to not risk involving more members than what would prove necessary for our data collection.

In total our study includes 15 interviewees, currently active in businesses operating within the manufacturing, sales, craft, service and repair industry. Each participant was assigned a letter so as not to reveal their identity and below is a table to illustrate our completed interviews with the information our study allows us to make visible considering the anonymity of our participants.

Table 3. Summary Qualitative Interviews

Participant	Gender / Age	Family Business Generation	Length of Interview
S	Female	2	46 min
X	Male	2	77 min
G	Female	4	58 min
O	Female	2	77 min
P	Male	3	48 min
H	Female	2	48 min
Z	Male	2	51 min
Q	Female	2	49 min
C	Female	3	57 min
J	Male	2	69 min
R	Female	4	45 min
Y	Male	2	50 min
F	Female	4	53 min
N	Male	3	58 min
E	Male	2	43 min

3.5 Data Analysis

We gathered 14 hours of data, resulting in 149 pages of transcription, put differently our interviews generated large amounts of data, typical for qualitative studies (Easterby-smith et al., 2018). Consequently, an adequate and systematic structuring of the data is an important initial step of the data analysis process for researchers to be able to recognise intrinsic fragments and patterns (Easterby-smith et al., 2018). We transcribed all our interviews in one document to facilitate our process of thematic data analysis, a method which despite rigorous instructions for practise allow a flexibility and analysis which can provide abundant, yet sophisticated descriptions of data (Braun & Clarke, 2006). Thematic analysis is an inductive method which can be applied within both realist and constructionist paradigms, although with different focal point and outcome. It consists of pinpointing, exploring, and identifying themes within data. These themes are occurrences of patterns, significant to the explanation of a phenomenon and to provide answers for the research questions of the study (Braun & Clarke, 2006). Our purpose is to explore the phenomenon of individual career management in the family business context. Therefore, we chose to apply thematic analysis for our study, as oppose to the commonly used constructionist method of grounded analysis whose use include implicit theoretical obligations and aims at building new plausible and useful theory (Braun & Clarke, 2006; Easterby-smith et al., 2018). In accordance with our purpose to explore, thematic analysis is not required to be directed towards theory development (Braun & Clarke, 2006). Instead it can be used as a constructionist method to examine experiences, realities, and meanings through the identification of themes (i.e. patterns) in relation to the phenomenon, with the creation of a framework or model as a potential outcome. While different, there are similarities between thematic and grounded analysis such as how both methods seek to derive structure from the data by comparing different fragments rather than compiling data according to a pre-existing structure as in deductive methods (e.g. content analysis). Also, both methods aim to explore the meaning of data in the context it was created and the conditions which empower the individual accounts that are gathered (Braun & Clarke, 2006; Easterby-smith et al., 2018).

Through our analysis we did not merely put our interview questions as themes, an occurrence in research described by Braun and Clarke (2006) as inadequate thematic analysis. Instead we identified themes through a recursive process, actually analysing the

data. Similar to grounded analysis the thematic method decreases the natural complexity of qualitative studies through an incremental process. Braun and Clarke (2006) provide a six-phase guideline to thematic analysis, emphasising the importance of flexible appliance according to research purpose, questions, and data. The outlined phases (see table 4) are: familiarisation with data, generation of initial codes, search for themes, review themes, define, and name themes, and produce report.

Table 4. Phases of Thematic Analysis

Phase	Description of the Process
1. Familiarizing yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

(Adopted from Braun & Clarke, 2006, s.87)

We began by familiarising ourselves with the data by reading through our interview transcripts individually, taking initial notes while having our research purpose in mind. While naturally having the phenomenon of exploration in mind, we wanted to conduct our analysis as 'an empty sheet', in line with an inductive approach. Therefore, we did not in any way arrange or group the data according to the objective of our study. Instead, we continued by re-reading the data and individually we began producing our first level codes across the entire data set. To perform our first round of coding in a systematic manner we used a comment function which allowed individual coding with a clear

structure across the data. At this initial step we stayed very close to the data (Braun & Clarke, 2006; Easterby-smith et al., 2018), extracting short descriptive phrases and words reflecting the notions of *who*, *where*, *when*, and *what* in relation to the phenomenon. When all initial codes were produced, we copied and reallocated them into a new document to get a clear overview to facilitate comparison of our codes and elimination of differently labelled codes with the same meaning. At this point, we had together created 634 codes across our data and after our review the first step of the process had generated 272 first level codes (figure 2, 1st code). We then proceeded our data analysis by examining the first level codes, searching for overlaps which would allow grouping various codes into categories. Here, we identified patterns which resulted in grouping all of our initial codes into 22 categories (i.e. 2nd level codes) (Appendix 3). The last step of the process consisted of analysing meaning and patterns among our categories to further group and label them into themes. This final step turned out to be a ‘process within the process’ of analysis and included contemplating the overall story and meaning of our data, analysing all of our codes, defining and lastly, redefining our findings. Finally, this step emerged into five themes: *education and training*, *subjective orientation*, *family member prerequisite*, *individual and family business in symbiosis*, and *vocational identity*.

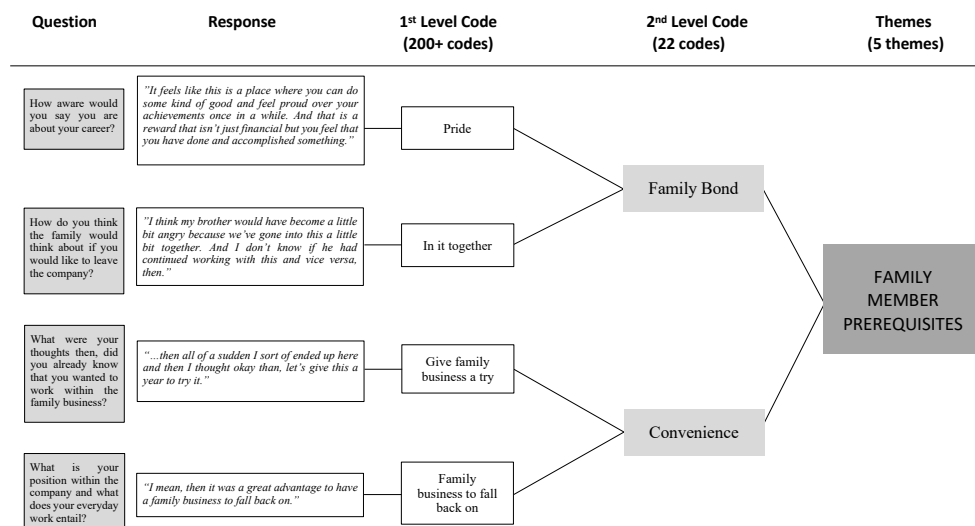


Figure 2. Process of Thematic Analysis

3.6 Research Ethics

As previously expressed, results from scientific studies often provide foundations from which decisions, with potential consequences for large groups of individuals, are made. Consequently, careful consideration of ethical concerns and consequences is an important part of conducting research (Easterby-smith et al., 2018). In our case the consideration of ethical aspects and issues began already as we identified our area of interest. We knew early on that we were interested in talking to individuals within family businesses, which we understood would entail personal reflections which could potentially be considered sensitive. When we then identified a lack of knowledge about the concept of individual career management within the family business setting and decided to employ it for our study, we understood that we added another dimension of potentially sensitive aspects to our study. Therefore, ethical considerations have been part of the entire process of this study.

In accordance with how Alvesson and Sköldbberg (2018) describe that researchers should not subject those part of the research to unease or detriment, it was of immense importance to us that no interviewee would be harmed from participating in our study. As part of our research design we decided that the participants of our study would be kept anonymous, given that semi-structured interviews with open questions tend to generate a high degree of confidentiality as a result of replies of a very personal nature (Easterby-smith et al., 2018). We also had this in mind when formulating the interview questions, whereby we tried to avoid asking questions that could be perceived as offensive. Since our study involve aspects potentially sensitive to the individual, we felt a great responsibility to leave the participants with a positive feeling after the interviews. Although we did not ask any offensive questions, it is impossible for us to know the potential effects of personal reflection for our participants. With awareness of this, we intentionally structured the interviews so that we would not finish with ‘heavy’ questions revolving around themselves, but easy-going with focus on the business. This was an attempt to not cause harm by ending the interview with reflections of their own careers, in the event that someone experienced dissatisfaction about this. An additional measure to ensure not causing harm, considering protection of both the research community and individual interviewees (Easterby-smith et al., 2018), was to try to be open and clear about the purpose of our study and the reason for addressing our participants, already when

establishing the first contact. To ensure clarity of responsibilities and mutual understanding between us and the interviewees we created a consent form (Appendix 2) including the formalities presented in this section. This was signed by both parties before each interview. Lastly, as a measure to ensure unauthorised access to our data (Easterby-smith et al., 2018), all audio recordings and transcripts were held on our private password-protected devices, only accessible to us researchers.

3.7 Research Quality

Qualitative research has historically been criticised for difficulties in replication and generalisation, for producing biased results and lacking precision in measurement (Easterby-Smith et al., 2018). Consequently, qualitative studies require concise decisions and measures to ensure quality and trustworthiness. To ensure trustworthiness researchers can take proactive measurements in relation to four aspects proposed by Guba (1981). The first, *credibility* entails that the researchers should provide a description of reality as perceived by the participants, meaning that those who experienced the phenomenon should recognise the description provided by the researcher. The second, *transferability* concern the generalisability of the study and is determined by the quality of sample selection and presentation of results. *Dependability* is the third aspect which refer to data collection stability, how coherent the interviewer was during the data collection process both during interviews as well as over time. The final aspect, *confirmability* concerns objectivity and the extent of potential effects on the outcome from the researcher. This final aspect is reinforced when presented results are consistent with the data.

To deal with the aspect of credibility and ensure to provide a true picture of reality as perceived by our participants we were careful, when needed, to ask clarifying follow-up questions which included sometimes repeating their statement (e.g. to make sure we understood you correctly...?). Further, as advocated by Guba (1981) we made use of various methods of triangulation. First, we retrieved information from several informants with various points of view and a spread of age, gender, and industries. To confirm our primary data, we also triangulated our findings with secondary data, such as company web-sites, in an attempt to increase the credibility of our primary data. To deal with

transferability and the critique of difficulties of replication and generalisability in qualitative research, we have taken measures to increase that our findings, despite being unique to a specific context, can be a representation of a broader setting, as argued by Denscombe (2014). According to Lincoln and Guba (1985) transferability to different contexts can be made, only by a reader. Consequently, the researchers of a qualitative study must provide their readers with extensive contextual information. To increase transferability, we provide a thorough presentation throughout this section of the thesis of the process of selecting our samples and gathering our data. Furthermore, a distinct display of our findings is depicted in the following section. Also, as suggested by Lincoln and Guba (1985) we have provided extensive information of the family business context in this thesis and purposively included individuals with particular experience in relation to this context. Therefore, we believe that sufficient measures have been made to deal with the transferability of this study and we deem generalisation and applicability to comparable contexts possible.

The dependability of this study is strengthened by our reoccurring use of a specific basic interview structure and similarity in length across our interviews, supporting coherence during our data gathering process. As part of dealing with the aspect of confirmability, we were strict about not including any interviewee we know to reduce the risk of impartiality. Furthermore, to increase reliability we have strived for transparency sharing all information regarding our research process such as our sample, with respect for the anonymity of our participants, our interview questions (Appendix 1), and which external parties contributed with input and feedback for our thesis in the acknowledgements. We have also offered all of our interview participants to read our thesis at its completion and will provide those who accepted the offer with the final document. As a final step to ensure the trustworthiness of this study we have chosen to adopt a method for data analysis consistent with our philosophical standpoints. Through careful application we seek to provide trustworthy, rich, and detailed insights to the phenomenon of individual career management in the context of family business.

4 Empirical findings

This section provides an overview of the results of the thematic analysis of the data gathered for the study. It begins by briefly depicting five identified themes, which emerged from second level code categories. Thereafter the findings will be presented in relation to the identified categories and emerged themes, with quotations reflecting received responses.

4.1 Identified Themes

Through the thematic analysis of the gathered data, 22 categories (i.e. second level codes) were created, from which five themes emerged. Below is a brief description of the identified themes, which will be elaborated upon in the following sections.

Table 5. Description of Themes

Themes	Description
Education and Training	Higher and lower education of the individuals as well as the lack of education, training, and education they would like to have or think they should have had.
Subjective Orientation	Emphasis on emotional aspects of job satisfaction. Motivation is connected to others well-being and subjective rather than objective factors.
Family Member Prerequisite	Influence and pressure include expectations of others and lead to strong sense of responsibility. At the same time, members get an opportunity they otherwise would not have received, which sometimes can lead to convenience.
Individual and Family Business in Symbiosis	Individual aspects are strongly connected to the business. Self-sacrifice, responsibility, and competence is primarily considered for the firm's best interests with a distinct family business focus.
Vocational Identity	Family oriented self-identity and indecisiveness about school. Lack of developmental communication between family members and low awareness of things related to careers.

4.2 Education and Training

In this section the identified categories lower education, higher education, relevance of education, and lack of education will be elaborated on. These formed the theme education

and training as they refer to the family members' educational background. In the Swedish school system, upper secondary school is a voluntary, three-year education for pupils aged 16-20 years where one chooses a specific programme to attend. These either prepare one for higher education or they are vocational programmes through which one learn a profession (Skolverket, 2019). In this study this has been labelled as lower education while university studies or any form of higher vocational education is referred to as higher education.

4.2.1 Lower Level Education

Among the interviewees in this research all had lower education in form of upper secondary school. The orientation thereof and path they choose to take however differed some but were all in the fields of social studies or natural science. When asked if they had any specific thoughts about their career when starting their education at this level it appeared that most did not. Here the participants were a bit divided between if the family business was something they had in mind or not. As one person answered that question: *"No, that thought did not exist."* However, some did acknowledge that even though they did not plan to join the family business it was something that was present in their mind at this time. This was put by one participant as: *"...you probably feel as if you belong here in some strange way"*.

4.2.2 Higher Level Education

In terms of higher education this was not as evident among all of the participants, where a minority had university degrees or higher vocational education of some form. A few mentioned that they have had thoughts of further education but that it was difficult for them to achieve those plans once in the company, as one interviewee said, *"I have actually been given the opportunity from the municipality's business community and have received a scholarship so that I can educate myself. But right now we are in a process when we are going to move the entire business to a new location, so the idea is maybe that I will be able to educate myself a bit once we are up to speed and are in place. Then I would like to educate myself. But it is not really higher level education, but take some courses to gain a little more knowledge"*. This statement of not considering longer educations but seeing shorter courses as valuable was a clear pattern among the participants view on further education.

4.2.3 Relevance of Education

In terms of the relevance of the education the participants have, the responses of the family members vary. When asked if they had the family business in mind when choosing education, most answered that it was something they thought of but that they were not sure they wanted to start in the firm at this point, exemplified by the response from this interviewee: *“It wasn’t written in stone that I would start, but the family business was in the back of my mind of course when I choose that line of education”*. However, most of the participants with higher level of education has so in accordance with their role in the company or in line with the industry the company is in. For example, one family member said that: *“The basic of my education is engineering, but I don’t work a lot with that but I help my employees with customer contacts and I can convey things in a way that is based on technology”*.

But there were a few interviewees who had proceeded with education that is not at all in line with their role in the company today. For example, one participant explained: *“...then it was research I was interested in, biochemistry was what I thought I wanted to work with”*, while another said he/she has an educational background as an upper secondary school teacher. Some did describe their education within a different field as a bit challenging as they had to learn much once they took on responsibilities at the family firm they did not have any previous training in. As one family member said: *“... I hadn’t worked in the industry at all before [...] so I had to learn from other mechanics and try things out by myself to see if they worked”*.

4.2.4 Lack of Education and Training

Some of the interviewees raised a concern they had for not having an education to fall back on. One participant said, *“Because I have thought ‘what happens if I injure my hands’? Then I need to know other things as well”*. Further, some participants voiced that without the family firm, they would have no other options, due to lack of education, as stated by one interviewee, *“...no one would hire me, who does not have an education, to run a business”*.

A consequence of this lack of education is a lack of valuable knowledge and competence that is needed from family members to step into new roles that are in the direction in which they would like their career to move. This is stated by one interviewee as, “...*I would like to move towards production, I think that is exciting. [...] But then I would need to increase my competence... So that is a challenge for me*”.

Many however do experience that they have gained much knowledge that is required in their field during their time at the company and that education has not been a part of that development, “*Of course I have thought that I would have use of an education. But at the same time I have felt that I’m doing fine with what I have and you can develop in this role in other ways as well*”.

4.3 Subjective Orientation

This section depicts the emerged theme subjective orientation and its underlying categories. The categories which constitute this theme are: job satisfaction, other people in mind, and career aspiration. The empirical findings of this study show that members of family businesses are more subjectively than objectively oriented and that there is an emphasis on emotional aspects and soft values among the family members. Job satisfaction is described in terms of feeling appreciated, and motivation and goals are often referred to with considerations of others well-being. Further, emotional career aspirations such as feeling secure are prioritised over objective factors such as increased salary or positional advancement, which through further analysis resulted in the theme of subjective orientation.

4.3.1 Job Satisfaction

The majority of the family members described that they are very satisfied with their work and position but that they perceive being a member of the family who runs the firm to include more obligations than non-family firms, as exemplified through one of the interviewees, “*I really enjoy it, but then I would lie if I didn’t say that some days I would perhaps have wanted to simply be an employee*”. Additionally, many interviewees described their job satisfaction and how it could be increased in relation to emotional

aspects as depicted by the following statement from one of the participants, *“I guess it’s good. Sometimes you can perhaps feel a little unappreciated. A little undervalued, because you do so much around here that it feels like others don’t see. But in general, it’s good, I guess. I’m not the one to complain, so to speak”*.

4.3.2 Other People in Mind

Many family members provided responses to interview questions in terms of other family members and relatives, as when asked about motivation, one participant answered, *“It motivates me to try and do a good job and get some kind of receipt that what you do actually succeeds. Then of course to maybe make your family and relatives proud somehow that you are carrying it on”*. Further, many participants said that they value the wellbeing of their employees and that this is a great motivation for their own personal careers. On a question about motivation, one interviewee said: *“That is once again the people. Partly our employees here, that they do the job that is expected from them and that they do it with joy”*. Additionally, when asked about their own career such as personal goals for their careers, some interviewees replied with concern for others, as one interviewee stated, *“To help our employees develop so that they can grow”*. Focus on the wellbeing for others was also common in the replies about plans for the future of the business, as described by one of the family members, *“It’s really about taking care of one’s employees and making sure to be responsible. Because that’s really what it is, a responsibility. The more you expand the more people needs a salary and they should have a salary every month. They shouldn’t feel that next month I might not have a job left. And that I think is very important”*.

4.3.3 Career Aspiration

The interviews also showed that many of the family members that participated are not interested in having a certain hierarchical title, exemplified by this interviewee, *“...I’m not so very title-oriented, it doesn’t really matter”*. To many of these people, monetary compensation was not an important motivational factor, instead they expressed that they value the satisfaction their work gives them. This was stated by one family member as, *“It’s not really about the money per se, it’s more about to feel safe in what you do and*

that you have fun, so when you come home you can feel that ‘this has become great’”. Also to create something that one can be proud of was stated by many as an important part of their job, as exemplified by this interviewee, *“I don’t really think in terms of career anymore, it’s more about building something”*.

Many of the interviewees did not have any working experience outside of the family business and on this point most claimed that they have thought about exploring a career outside of it at times. However, they all came to the same conclusion, that they belong at the firm. This is something that was stated by this participant, *“When I think about that I’ve been here for 27 years, I think I should try something else. That pops up sometimes because maybe I should do something else than just being here all my life. And then the next day I think that ‘well no, it is my calling to work here’*”.

4.4 Family Member Prerequisite

This section addresses the identified theme family member prerequisite and depict its associated categories: family bond, family influence, family pressure, convenience, opportunities, and expectations of others. The empirical findings of this study indicate that for members of family businesses, certain prerequisites follow. These inherited conditions hold positive aspects, such as the enabling of career opportunities which, without the family business, seemingly would not have emerged. Prerequisites of negative character include how family influence and pressure foster strong sense of responsibility, causing individual family members to make undesired career choices. Concomitantly, this study shows that being part of a family who runs a business hold the premise to have something to fall back on, which can foster convenience. These prerequisites are interconnected in such ways that merely contrasting those which seem positive with others of negative character might not provide an adequate description. Consequently, these prerequisites should not be considered in a simplistic way, but rather with complexity.

4.4.1 Family Bond

When asked about personal career success, all family members provided answers in relation either to the family or the business, oftentimes both, as expressed by one, *“What is career success to me? Well, it’s when everything goes smooth according to how we’ve planned, things should run smoothly. Then one has a family as well. One also feels success when you manage to hold together the family life extra well, then you feel a kind of success or as if you have succeeded. No, I don’t know, it’s like when you feel that the business runs smoothly without a lot of stops, kind of”*.

Many family members refer to having family as part of your work in terms of support and strength, as described by interviewee accordingly, *“Like, as I mentioned before, it’s always a security that they’re here. If you go through something tough, they know, then they can step in and cover up for you and you might not need to talk about it to everyone. So, there is a strength in having your family close”*. Another interviewee said that the choice to take over the firm was made with the knowledge of having their siblings involved, *“...it was that we said, that if we’re going to do it, then we’ll do it together, because then we can share things between us and try”*.

Questions concerning leaving the business generated responses with focus on family members, rather than the interviewees themselves. One said with reference to the brother, *“I think my brother would have become a little bit angry because we’ve gone into this a little bit together. And I don’t know if he had continued working with this if I had stopped and vice versa then. So, it’s, well, since my brother has no problem finding jobs regardless, so he probably would have solved it anyway. Between him and me it would probably have been a joint decision if any of us would quit or such”*.

In addition, as a response to the question if there were any thoughts about starting to work within the family business already back in school, most responded that they did not want, plan or consider it then, but at the same time many still appear to have felt a special connection to the family firm as exemplified by the response from an interviewee, *“No, when you have a family business it feels... That is, you probably still feel that this is where you belong in some strange way. I grew up here with these guys who are out on the floor, you know. So, in some way one has probably always felt that one would end up here”*.

4.4.2 Family Influence

Almost all participants stated that they worked extra or had summer jobs in the business growing up, however not with the intention to start a career within the family firm later on and yet, because of family, they still did as depicted by one family member, *“No but at that time I wanted to study. I’ve always been interested in history and such and I figured that it was going to be my subject to teach and study. But then the ‘hook’ came”*. Some family members expressed that they did not at all perceive themselves as influenced by the family to become part of the business, yet all of those interviewees made statements correlating with the notion of influence as the following from one, *“Between that I was 10 and 15 years old, we lived at the firm”*.

Some family members stated that they made their choice to work within and take over the family firm because of the family but that the influence was not obvious, as exemplified by one interviewee, *“Yeah, I did, and I probably didn’t realise it at the time, but I have rather understood it afterwards. That I weighed in the emotional part more than I perhaps thought when I decided to take over. Yes, it affected”*. Concomitantly several interviewees described distinct perception of family influence as described by one participant, *“Yes of course one gets affected. You know, it’s been part of the talk already since primary school, really”*.

As exemplified by one participant, after having entered the business many have experienced influence from previous generations on decision making and actions taken, *“Indirectly it probably does. I don’t think one believe it’s going to affect, you think this is ours now [...] so it’s probably not always as easy to ignore as one would like it to be”*.

4.4.3 Family Pressure

Several family members expressed that they were not pressured to start working within the family business and that they felt they had the opportunity to explore other career choices, which one describes as follows: *“...there was never anyone who said anything about those career choices I made before. And there was never really anyone who pulled*

me to come back". Concomitantly, some family members stated that the choice to start working within the family's business can be connected to a pressure they felt about the business's survival, as exemplified by the statement of one interviewee, *"It was probably that if we hadn't chosen it then, my brother and I, then it had been closed down and then the possibility would not have existed later on. And so, we felt like, then it's just as good that we try because then we can't regret it later, then at least we'll know we tried"*. In addition, some interviewees said that they did not find themselves able to make any other career choices than entering the family firm. Regarding this, one family member said, *"No, I don't think they would have accepted it either. They probably would have tried to persuade me anyway I think, it's just a gut feeling I have"*. Also, many interviewees stated that they would have pursued a completely different career if it was not for the pressure of the family, as stated by one participant, *"No, I wouldn't have chosen it in the first place [...] because it was due to the family that I didn't quit year three, six, nine, fifteen. It was the family who pulled me back really. No, then I wouldn't have worked here"*. As exemplified by, *"Yes, that I know, that the times I've said that, that it wasn't very popular, that it wasn't received very well"*, perceived family pressure with regards to leaving the business was also common among several of the interviewees.

4.4.4 Convenience

The interviews showed that many family members made the career choice to start working within the family business out of convenience as stated by one participant, *"I went to upper secondary school when my dad took over the company so I worked here during the summers, that was quite convenient. But in my head there was never any thought that I would take over"*. Also, it appeared as if a career within the family firm is considered by some family members as an option that happened to exist, rather than one they actively strived to pursue as exemplified by one interviewee, *"Like, this business existed, I wasn't going to work here because I was going to be a journalist. But for the time being I was going to work here"*. Moreover, several family members expressed that they have rather viewed the choice to work within the family business as something to fall back on, as expressed by one participant, *"...if there are such crazy changes that I wouldn't want to stay, then there's always the family business. So that gave me some sort of security, that I knew that it would be there."* Lastly, the impression of the family

business as a convenient possibility was manifested by the following statement from one interviewee, “...we have always wanted to do something of our own really, each in our separate ways and build something. But in some way one has still fallen back to build here instead, and I guess it’s because it’s easier to build on something that already exists than start on something that doesn’t exist”.

4.4.5 Opportunities

Various family members described that they perceive their choice to start working within the business linked to that it was an opportunity. An opportunity which they would not have been given if it were not a family firm, as an interviewee who said, “I don’t think I would be here then because I don’t think I would have been able to come in and learn these things that I have done if it would not have been a family business. It’s probably harder to get in otherwise, then one would probably need an education”. Further, several family members expressed both having their previous positions and the flexible possibility to change to their current positions as a possibility enabled by being part of a family business, as described by one participant, “I have probably more and more slipped onto this path [...] so it got to evolve to where I was most needed, where we felt like here we need to do something, and what I felt suited me best. So that was like an incredible opportunity. It’s really amazing”.

4.4.6 Expectations of Others

Many interviewees described that it is often difficult to gain respect from employees as a result of being a successor member of the family running the business, as exemplified by one participant, “There’s a lot of whining, it is. And sometimes it will be whining just because I am who I am. So, it’s apparent that it’s not entirely easy for those who work here, some have worked here since already in my grandfather’s days, and then come us little ones. It’s not very easy to find or get, you really have to work hard to gain respect”. Additionally, several family members expressed that they perceive that their competence gets questioned as a consequence of them being family members. One of the interviewees expressed this accordingly, “...and it’s not just me, I see my siblings out there as well.

They don't have the same conditions at all when they do things out there. In fact, there can almost be a bit of fault seeking just because we come from the family we do".

Questions regarding influence generated many responses from the participants in relation to others than the immediate family. Several family members expressed that it has been very common for non-family to exercise various forms of pressure or influence, as expressed by one interviewee, *"No I don't think I've been influenced... I haven't been pushed, not from my immediate family but maybe other relatives or people have said 'aren't' you going to take over this later then', that is something you have heard. But my mum and dad have never really, they haven't nagged or anything like that. I think they have waited for us to show interests in that case and taken it from there. Then of course you've been told that it is a good chance and so on, but relatives have probably done more so than my parents"*. Additionally, several family members provided answers in relation to the community, as responded by one participant to the question of thoughts about leaving the family business, *"No but that would somehow become really strange towards, I mean we are a company in a small community. I live in the here [...] many who live in the community work here, their parents have worked here. So, it would be really weird if I were to say I step off and then still stay here. Then you should probably leave, grab your stuff and leave. [...] so many are attached to this, everyone knows who you are and, so it would feel really strange"*.

4.5 Individual and Family Business in Symbiosis

This section depicts the categories: responsibilities, competence development, self-sacrificing, family business focus, and relationships, all which indicate strong interconnectedness between the family member and the firm. These categories emerged into the theme individual and family business member in symbiosis. The findings show that members of the family firm often feel and take responsibility for the business in a self-sacrificing manner. Additionally, the members seem to be intertwined with the family business in such a way that the individual's perspective and choices reflects needs and benefits of the firm as if they interact in a form of symbiosis.

4.5.1 Responsibilities

Most family members expressed that they would like less responsibilities and several described that they desired to become less 'needed' in their current roles as stated by one participant, *"Then I think that hopefully it will become larger and we'll be more who can help each other out, so that we're not as dependent on us. That it's not just the family that can do certain things but that we can help each other out. Then the burden gets easier to carry because we are more people"*. Additionally, several interviewees expressed that their roles entailed responsibilities because of the necessity of the business and not their personal want and that they would like other responsibilities, as exemplified by one interviewee, *"I like it very well, however this purely operative administration, I would gladly have delegated to someone else, if there had been any"*. Further, most family members described that it is very common to go beyond their own roles and responsibilities and help out in other areas within the business when needed, as stated by one interviewee, *"...so I'm a little there too and help out when it's needed"*.

4.5.2 Competence Development

Several interviewees expressed that they have developed their skills and competence through learning by doing within the family business as described by one participant, *"...so, eh, I've had to learn the hard way, one has had to learn to ask mechanics and test your way forward..."*. Further, most interviewees answered in terms of the business when asked questions about their personal development of competences, as exemplified by one family member, *"I'm rather pleased with how it is and I don't have any plans for the future, other than making the business develop, rather than myself"*. Additionally, several family members expressed a desire to develop skills and an interest in gaining new knowledge, most of them expressed for the benefit of the business, as exemplified by one participant, *"I've taken some courses in leadership and I'm currently taking one about how to motivate your employees. Then I've received a scholarship so that I can take a board member course. And then I have considered taking a course in balancing of the books, but I guess we'll just have to see when that happens"*. This pattern was however most notable among the participants with university degrees.

4.5.3 Self-Sacrificing

Some family members expressed that they had wanted other career paths but that they appeared to have given them up for the sake of the family business. When asked if they would have pursued the same career somewhere else if the family business had not existed most family members responded that they do not think they would have, as expressed by one interviewee, *“No I hadn’t. I probably would have worked with some kind of service profession. Have had something of my own, I think”*. Further, several family members expressed that they did not feel as if they could explore other career opportunities than the family business as described by one participant, *“...then somewhere it turns into your own will but in between then, I can tell you that often times I was jealous of my siblings who had the opportunity to leave. That I didn’t get the chance. But today it doesn’t matter, so”*.

Moreover, many family members expressed feelings of guilt towards the business and the family, at times when they had to be away from their responsibilities at the business. This is exemplified by the following statement, *“...it was really fun to be pregnant, but meanwhile I felt like ‘tell mom, will she burn out again because she takes on the responsibilities?’ Yeah, you know. But it turned out well. And then I could, well two days after birth, and that might sound crazy to you guys, but for me it’s my family. So, then I took the baby under my arm and went to the lunch area at the business, got lunch, sat down here and felt great”*. Further, several family members described having taken on, or being about to take on roles and responsibilities which they did not desire or feel comfortable having, for the necessity of the firm as described by one interviewee, *“...then one just has to see who wants, it’s not really anyone who wants to take the role, but as said, if you’re already doing all the tasks then maybe it doesn’t really matter, but I feel I’ll have to grow into that role”*. .

4.5.4 Family Business Focus

All family members displayed a distinct focus on the business. When asked questions about themselves, such as about personal goals, they mostly replied in terms of the firm as exemplified through one interviewee, *“Yes, one has [goals]. But it’s a bit more for the business and less for me as a person”*. Further, when asked about personal development

most participants could not provide an answer but responded in terms of business development. Most responses to these kinds of questions were, as exemplified through one interviewee, *“That was a good question, I don’t really know what to answer to that, it was a difficult question”*. Then when asked about development in terms of the business the same interviewee directly replied, *“I want it to become larger, but I don’t want it to happen to fast so that we get to large and don’t keep up. Rather, knowledge and work should be conducted properly. [...] It’s good if happens in a pace that we can handle”*.

4.5.5 Relationships

Most interviewees emphasised the importance of good relationships among the family members. Many described that family comes first as stated by one interviewee, *“It wasn’t obvious that I would step in and take this role. Sometimes I guess I have thought that I could consider it, but I have a brother who is active and I don’t want to jeopardise our relationship. [...] But such thoughts exist when you have a family business, that I won’t do it to whatever cost, but instead I could have easily taken a step back”*. Meanwhile, several family members expressed an importance of balance when working within a family business, as stated by one interviewee, *“I really enjoy it. It’s a lot of fun. A lot happens on the way, in life and so, you change and you, now I feel that I’ve found a balanced level and that it works. Both private and in work”*. The majority also described having family at work as something positive but that working together result in the downside of less time spent as a family, like one participant described, *“What can be a little bit boring is that, given that me and my sibling spend so much time together here, we’re not super excited about seeing each other in private. So, it’s turned out in a way that our families don’t spend so much time together”*.

4.6 Vocational Identity

This section depicts the categories which constitute the theme of vocational identity. The underlying categories are: self-identity, communication within family business, joining family business, and career awareness. The findings indicate that family members tend to have a self-identity that is strongly connected to the firm due to a sense of belongingness, which partially show through low ambitions for school and understanding of importance

of education. Further, the findings show that family members join the family businesses, despite not having planned to do so, without distinct awareness of why, indicating low vocational identity. Further, feedback and other career developmental among family members, which could have positive impact on vocational identity, appears to be rare. Additionally, family members refer to their own awareness of things related to their careers as low. All these categories appear to correlate with lower levels of vocational identity, resulting in the emergence of this theme.

4.6.1 Self-Identity

Through the interviews it became clear that many did not feel motivated in school, which showed in their ambitions during upper secondary school. Several family members voiced that they did not understand the importance of putting in an effort, as exemplified by this statement from one participant: *“Me and a friend recently talked about my time at upper secondary school, and then I was quite tired of school anyway. I didn’t fully understand how important upper secondary school really was”*. Further, many stated that they did not have a clear plan at this time. This indecisiveness and lack of career planning was highlighted in many of the participants’ answers where they talked about a feeling of not knowing what they wanted to do. One family member answered a question about goals he/she had during school as follows, *“I didn’t have any goal... And I can still say that I don’t know what I want to be when I grow up. Then I guess I have grown up, but no, I think I’ve been quite lost”*.

4.6.2 Communication Within Family Business

Talks between family members about personal development and achievements appeared through the interviews to be rare. Many conversations instead circulate around the development of the business and their operations, as exemplified by this participant, *“...we have a lot of discussions about business development and staff, strategy...That takes up a lot of the daily activity”*. Interviewees stated that they do not really seek feedback, as this person explained, *“No, I don’t seek feedback in that way. You get certain feedback from customers, but not that much from here”*. All of the participants in this research are part of the owning family, and some of them raised a concern about their

ability to therefore receive feedback. One family member phrased this as, *“It is difficult to get feedback from employees. It tends to not be so... Then I rather take critique, that is something concrete”*.

The participants argued that having your family at work does not mean that they talk a lot about family related things during work hours. However, many said that it affects the conversations they have outside of the firm on their spare time. On a question about if they talk about family related things at work, one person answered, *“I wouldn’t say we do. It’s almost as if, let’s say we meet during the weekend and eat breakfast together, then it’s more likely that we’ll talk job related things. But that’s because we then have that time together”*.

The participants were in different stages of their succession process. Some had already taken the step and were now owners and some were not there yet. It differed among the families how openly they had discussed their succession planning. Some voiced a concern they currently had, or had experienced earlier, that they did not have a clear picture of what the succession was going to look like or what their future in the firm would entail. This participant explained this as follows, *“I am probably more raised with ‘we’ll see, I’ll do this for as long as I can, then I don’t have anyone to take over’. That’s what my dad said back then because, not because I’m a woman, but because he thought I didn’t understand his world”*.

Most family members discussed how they feel as if they can talk more openly and in different manners with their immediate family than with employees at the company. One participant stated, *“I probably find it easier to get really angry with my family members than I can with other employees, so for me at least, it’s quite difficult to keep the really professional role when ‘the shit hits the fan’. I think kind of like, now it’s my father that I have in front of me so I don’t care, then I can say pretty much whatever. But if it would have been an employee on the other side of the table, I wouldn’t have been able to express myself in the same way, because I know I can’t say whatever. But to my father I can. I probably become more emotionally involved with my direct family members, like my father and my brother.”* Further, a few interviewees raised a concern on this point as they believe the balance between personal relationship and work-related issues can be difficult

with siblings. One expressed this as, *“...it gets a bit weird to act professional towards your brother sometimes. If there is something that you believe is important and want to be a bit serious at work, it can be a bit difficult to try and be so serious as one should be and keep that professional business role with each other”*.

4.6.3 Joining Family Business

Many of the participants claimed they did not have a desire to begin their career in the family business or to start working there at all. For example, one participant stated that, *“This company existed, but I wasn’t going to work here – I was going to be a journalist”*. Even though this was something shared among most of the family members, they all at some point decided to begin in the family business. Some did so straight after school while others decided to do something else. The decision to take employment elsewhere was based on other interests, as exemplified by this interviewee *“It was other areas of interest. I didn’t see myself in the small company, and I didn’t see myself working with this type of products”*. A few said that the workload their parent(s) had been under was something they did not want to experience and therefore they did not want to start in the firm, stated by this participant, *“I was very clear with that I didn’t want to start here. And I think that was because I saw that dad worked extremely much. All the time. So I don’t remember much of him from my upbringing since he was always here. [...] I think that discouraged me a bit”*.

No one could give a precise answer for why they eventually started working within the family business. Some argued it might have been an underlying sense of belongingness, as this participant, *“I don’t know, it’s maybe because my dad and brother worked down in the shop, you know... I don’t know how to explain it but somehow you get into it. Sure, it was something that was talked about, but this is still what I wanted and has always strived for.”* Other family members explained how even though the decision to join was not always their number one alternative they eventually grew into it, exemplified as follows, *“But then I became more and more into it and thought, I became more involved and started to get more interested in the company”*. Some felt as if their choice to join the family business and take on the role they have was not an active one, but rather an effect of a need of competence that arose at the firm. One participant shared, *“I never*

really had in mind to work with mechanics, that I can't say. [...] Then I had to take this position basically, so that's how it is".

Most family members in this research said that they sometimes think about alternate career paths outside of the family business. No one could however voice a specific plan to do something else, or could actually consider changing their job in the position they are today. One participant said on this point, *"On bad days I think of doing something else. You don't really think this place is what you want it to be. But then I think, 'where don't you have any problems'? And then I quite quickly decide that there is no such place. [...] So I have after 23 years decided to not do anything else"*. In addition to this, interviewees discussed that leaving a business which you own is more difficult than simply changing jobs. This participant described this situation as follows, *"...that is the con so to speak when you run your own business. You can't just leave, or you can but still... You see friends changing jobs and so. But what is fun now is to run it yourself, I could never have been an employee"*. Some family members who do not have any other working experience aside the family business voiced that they think they could have benefitted from seeking employment elsewhere, as this interviewee, *"It's more that I feel that maybe I should have tried to apply for a job, or I mean it feels as if I was just given this. I wouldn't have got it if it wasn't for my parents"*.

4.6.4 Career Awareness

When asked questions regarding specific thoughts of their career most had difficulties answering, as many did not think of their job as a career. This person shared that: *"When you run your own business, I don't really think you think in terms of career. Then you have sometimes felt like just leaving and make a career, to change job every third year and learn new things. There is an allurements in that, that one has to sacrifice when you have your own business"*. Many did not have a clear picture of where they would like to be in their career or how they would like to develop. During the interview when discussing how aware they are of their careers, one participant answered this, *"I don't think I am... There has probably not been much awareness about that"*. Several participants voiced that they did not want to spend their entire career in the family business as it is not something that excites them. One person who did so is this

interviewee, *“It’s fun every now and then, but it’s not anything I would like to do all the time, all the time until I retire. That would have been awful”*.

When it came to take on positions in the firm, this differed among the family members somewhat. The ones who have an education with relevance towards the business were more prone to take an active choice in which role they would have. *“This is my education. [...] It was natural that I ended up on the accounting side”*, as stated by one participant. Others raised that they had to take on a position that they might not fully want or was comfortable with as it fitted the needs of the company. One interviewee answered a question about his/her decision to take on a role as CEO as follows, *“It’s probably, this is how it’s going to be because it has to be”*.

Among the interviewees most shared the same answer to if they would work with what they do if it was not for the family business. They said that they would not, as this person, *“No I don’t think so, I probably wouldn’t. [...] It is thanks to this being a family business that I ended up here, otherwise I wouldn’t have”*. Most did not really know what they would have done instead, a few referred to that they would probably have gone to the university for a degree, which this person did, *“It would probably have been university for my part. Then you don’t know where that would have led, hard to tell”*. A few of the family members showed some hesitation towards this question as they love what they work with today but if the family business would not have existed, they do not know if they would have been given the opportunity to enter the industry that they are in or enter the position that they have. This assertion is exemplified by this participant, *“You somewhere probably get affected by your parents and your surroundings. And of course, if that surrounding would have looked different I think I would probably be different”*.

5 Analysis

This section will provide the analysis of the empirical findings in relation to the previous research depicted in the literature review. It aims to show how the iterative process of thematic analysis of the gathered data, produced an understanding of the phenomenon of individual career management in the context of family business. The analysis of the findings evolved to the identification of the five themes presented in the previous chapter, which in this section will be analysed in relation to the objectives of the study. Lastly a framework developed as a result of the analysis will be presented.

5.1 Career Choices

This study shows that being part of a family who is running a business, enables considering a career within the firm as an opportunity, which had not existed without the firm, or as a possible alternative, something to fall back on rather than as an active choice as part of planning in the longitudinal process of a career. This finding contradicts how onus of responsibility is with the individual in making active choices, a part of individual career management which is depicted in literature as a requirement of individuals in the contemporary society (King, 2001, 2004). The family member condition of being given the alternative, without distinct effort, to choose a career within the family business appears to foster convenience. This in turn leads to two major outcomes, either the family members appear to recognise this non-active, convenient choice as a positively associated opportunity of the inheritance, given that the career opportunity within the family firm ‘simply’ existed. The second outcome seems to be characterised more negatively, as those family members who did not desire a career within the family firm, yet eventually made the choice to join the business and appear to perceive themselves as having done so as a consequence of convenience, seem dissatisfied about not having made more active choices in terms of their career. This dissatisfaction correlates with how active choices are depicted as a necessity for successful individual career management and perceived career satisfaction (Abele & Weise, 2008; Smale et al., 2019).

The findings of this study also suggest that individuals within families who are running businesses hold prerequisites such as family bond, influence, and pressure which can be

considered an inheritance that comes with being part of the family. Further, this study indicates that these prerequisites will affect how the family members make choices about their careers, in accordance with previous suggestions by Dyer (2006) and Ma et al. (2019). This study shows that family influence often starts at an early age for the individuals, as they spend a lot of time at the business as children, work extra and during summers at the firm and, as depicted in the findings section, at times when needed due to high workloads live with the family at the firm. Further, the findings indicate that loose talk from both family and non-family members about choosing to join the business, frequently occur while growing up. The study also shows that along with ‘simply’ being a family, which make up one of the two institutions of family businesses (Nordqvist et al., 2015), the prerequisite of family influence appears to foster the family member condition of family bond. Most family members appear to have made their choice to pursue a career within the family business with the mentality of ‘we are in it together’, contradictory to the self-directed aspects of individual career management (King, 2001, 2004). Further, this study found that family members were discouraged to pursue a career within the business due to having seen their parent(s) under heavy workload and pressure growing up. This contradicts previous suggestions of successors viewing their parent(s) work setting within the family business in a positive manner (Schröder et al., 2011). While influence and bond has been shown in relation to the choice of working within the family firm, the findings clearly indicate that the prerequisite of pressure is not perceived as part of that decision. However, pressure appears to affect other career choices among family members, such as taking undesired roles and positions within the firm and not leaving the business out of concern for both other family members and the community.

These findings indicate that the contemporary social phenomenon of individual career management, which involve the necessity of individual responsibility of self-directed behaviours such as career choices, is not evidently required to the same extent in the context of family business. Further family members career choices are not consequences of individual desires and strive for self-fulfilment, which has been depicted as the purpose of individual career management (Chang, Feng & Shyu, 2014; King, 2004; Kossek et al., 1998). Instead career choices among family business members appear to be affected by various family member prerequisites.

The study show that it is a common occurrence for family members to go beyond their own roles and responsibilities and help out in other areas within the business when needed. This extensive work engagement could be connected to such specific strategic behaviours which Abele and Wiese (2008) argue are required for successful individual career management. However, the findings of this study indicate that family members do not go beyond their own roles and responsibilities because of strategic choices in their own interest, but rather as a consequence out of necessity for the best of the business.

The findings also indicate that members of family businesses make career choices with particular focus on the business as oppose to their own desires and interests. This became evident as most family members expressed that they believe they would have pursued a different career if the family business had not existed, in other lines of work than the one of their family firm, given personal interests. This finding correlates with how members of the next-generation are likely to put their own needs after those of the family and family firm, as suggested by Eckrich and Loughhead (1996), but it is in contrast to making self-fulfilling career choices to achieve career satisfaction, as do individuals who engage in individual career management (Chang et al., 2014; Smale et al., 2019).

Family members who were indecisive about school and unaware of what they wanted in terms of education also appear to have made unaware and non-active choices for their careers in terms of choice of position within the family business. This is strengthened by how members who had chosen to educate themselves with relevance towards the family business were also more prone to actively choose their own role within the firm. This indicate that awareness of careers among family members foster proactivity, as in making active choices about education, which appear to correlate with active choices of role and position. Further, these members appeared to perceive career satisfaction, as Duffy and Dik (2009) suggest that individuals who feel in charge of their careers do. Additionally, these findings support Smale et al. (1998) who argue for the necessity of proactive behaviours and actively taking charge of one's own career for successful individual career management. In relation to the choice of joining the family business, the family members have high awareness of that they did not aspire or plan to start a career within the business, while growing up. However, awareness of how and why they eventually made the choice to enter the business despite such lack of initial intent appears far less present, which

indicates low vocational identity. As previously depicted in literature this could be the result of that their self-identity is strongly defined by a belongingness to the family firm (Chua et al., 1999; Schröder et al., 2011).

5.2 Career Planning

The empirical findings of this research suggest that education is not a top priority for many family members with a career within their family business. There was an emphasis on lack of motivation during upper secondary school and perceived low understanding of where their education could have led them or what career they would have liked to explore. Thereby, it appears as if career plans, for most are not present. Statements from those participants with higher levels of education were that many did not see a future for themselves within the firm when in school. Still the majority choose a path which helped their transition into the company. This correlates with existing literature which claims that children with a family business background tend to have lower vocational identity (Eckrich & Loughhead, 1996). This could be a reason for why it seems like family members do not have an urgency to explore other career options or educational tracks but instead chose one that goes in line with the firm's operations. The study further indicates that even without an education, family members gain much hands-on experience which allows them to grow in the position they are in. It was however shown that a lack of education hinders family members to take on a position they would like to be in as they do not possess valuable knowledge and skills which are required. As argued by Aronoff and Ward (2011) it is crucial that successors are given the right tools by the precursors in order to not cause a stagnation in the firm's or adolescent's development, which appears to be a rare activity in family firms.

Although many family members who were included in this research stated that they did not have a plan for their education and therefore future, it could still be argued that the career they planned for was one within the family business. This since, even though many of the participants said that they felt a safety having the family business to fall back on, many did not prepare for a future without the firm. The literature states that the individual needs to plan their own career and have an understanding for their goals and desires in

order to reach them (Abele & Weise, 2008; Orpen, 1994; Smale et al., 2019). It however became clear through the interviews that family members who lack a formal degree fear a future without the firm as they are aware that their options may be limited if they would have to seek employment elsewhere.

Murphy and Lambrechts (2015) were among the scholars in the literature who suggest that parents have a tendency of planning their children's careers as an effect of them caring for the legacy of their business. In contrast, this study show that younger generations do not perceive it this way. Instead it indicates that children of family business owners feel as if they have had every chance to explore other career options and has not felt pressure to start in the family firm. It appeared through the interviews as if the majority of parents had followed the advice given by Duffy and Dik (2009) and expressed vocally that they do not expect from their children to necessarily decide to follow their footsteps. Still nearly all participants had spent time helping in the firm, in form of summer job and working extra after school hours. This could be argued to be a form of salient external influence, as discussed by Duffy and Dik (2009), which has an impact upon the career planning of adolescents. The findings of this study show that previous generations would interfere in strategic planning, hindering the successor to make the decisions they had planned for to reach their goals. Also the emotional support many mentioned as a positive factor of working with one's family, could be correlated with Powell and Greenhaus (2012) statement that people with high degrees of family identity base their decisions on family considerations. This would then imply that family members do not self-manage their own careers as they let expectations and influence of previous generations affect their plans. It was also found in the study that family members do not plan to join the family business and often rather viewed the firm as something they can choose to take part of if they do not find something else they would prefer to do. This convenience in career options show that these individuals do not actively take control of their own career and therefore the behaviours they engage in are not helpful in determining their personal path.

As previously discussed in the findings, many family members in this research were lacking relevant education in relation to their current role. Also, the study showed that family members with higher education from previous studies, but who did not possess the

right knowledge or competence for their current role, actively sought ways of gaining that. Two examples of such competence development are learning by previous generations or attending classes and courses provided by universities or the community. It became evident from the findings that family members are more likely to desire more knowledge in areas they regard as valuable for the family business. These findings indicate that career planning of family members who work in the family business have a tendency to be more reactive than proactive, where the company works as a catalyst for what parts of their competence they decide to develop. Through the literature it has been discussed that individual career management can be proactive as well as reactive (Abele & Wiese, 2008; King, 2004) and that one as an individual has to engage in strategic behaviours in order to take control over one's career.

As depicted in the findings, family members do not discuss their career planning or development intentions with other family members. Furthermore, family members do not actively seek or receive feedback on the work they do. The literature depicts that actively seeking feedback in order to explore development opportunities is an important part of individual career management (Abele & Wiese, 2008; Kossek et al., 1998). Additionally, clear communication among family members could help their career planning and foster enhanced vocational identity (Murphy & Lambrechts, 2015). One reason for that family members of this study do not engage in this kind of strategic behaviour is because they do not experience that they have anyone with whom they can discuss their career plans or receive feedback from. They claim that they have not considered having these conversations with their parent(s) or sibling(s), and that other employees view family members as superior and tend to not provide constructive criticism.

This lack of communication between family members does not only hinder conscious planning of individuals' careers and development at later stages within the firm, but it could also affect early stages of succession planning if the members are not able to voice their goals and desires. As argued by Aronoff and Ward (2011) conversations about development and plans are of great importance for a successful succession as goals and attitudes between the successor and firm have to match. This study however indicates that this is not a common trend in family firms and successors feel as if they take on a role with little room to plan around their own interests.

A pattern that appeared in the findings, which was not apparent in the literature, was that immediate family members have a way of communicating with each other which they do not see as appropriate using with employees. Participants described these conversations as more emotional where they do not need to hold back and can be quite vocal about their opinions. Considering that feedback can be a delicate subject, including high levels of emotions, it could be that family members might hesitate to seek feedback from other members of their family, as work-related conversations between the two parties appear to have a tendency to get heated.

5.3 Career Goals

Career goals of family members are of subjective nature with focus on the family and the firm rather than objective aspirations such as monetary or positional advancement. These findings support the collectivistic character of family firm members, portrayed by Chrisman et al. (2010) and focus on social agendas as suggested by (Westhead & Howorth, 2007). Also, family members refer to motivation in a subjectively oriented manner, where emphasis is placed on the well-being of employees and the family. Within existing literature on individual career management, career goals are depicted in relation to either objective or subjective career success (Judge et al., 1995), most often with the latter suggested as the most relevant indicator of perceived career success among individuals (Chang et al., 2014; Nikandrou & Galanaki, 2016). This emphasis holds for family business members as well, who refer to both motivation and achieving career success in terms of others well-being.

The highly subjective orientation among family business members further manifest through how rarely occurring goals of objective character, such as making the business grow, are still considered with emphasis on soft values and emotional aspects. Family business members talk of objective goals and success in subjective terms and prioritise well-being and a sense of comfort rather than expansion to increase profit. This is evident after analysing the findings despite that, with the extent of business focus that family members hold, it could reasonably have been the opposite. With the firm's best interest in mind, it could be expected that emphasis would be on goal attainment in terms of objective aspects such as profit.

After the analysis of the findings it is evident that family members personal career goals are goals in relation to the family business. Family members struggle to reflect on individual goals for their careers but effortlessly elaborate on both specific and general goals they have for the family firm. Further there appears to be trouble for family members differentiating between what they actually find interesting and strive for themselves and what they solely aspire for the sake of the business. Goals of a desire for competence development such as learning new skills and gaining increased knowledge were constantly uttered as ambitions for the benefit of the business, yet elaboration on how to pursue these goals was absent. These findings strengthen that simply taking personal reasoning into account is troublesome for family members, as suggested by Murphy and Lambrechts (2015). Specific personal career goals among family members appears to revolve around responsibilities and an ambition to have less obligations. This because of a desire to become less needed and invaluable to the firm, however still not for the members themselves but rather to reduce the vulnerability of the family business. Perceived personal career success among family members is not associated with responsibilities, but emphasis is rather placed on good relationships with employees and the family with work-life balance as desired goal attainment.

5.4 Career Development

In regard to education, family members career development often appears to suffer, due to an absence of sufficient career planning. The study showed that members who lack a formal education feel as if they are stuck and cannot move in the direction they wish. Even though this concern is present, family members do not aspire to engage in educational projects which may increase their capabilities in other roles. Instead they focus on increasing their knowledge which helps them in their current position, with an apparent focus on what is best for the organisation. This indicates an absence of individual career management as the concept requires individuals to personally engage in actions such as development objectives in order to pursue their goals (Chang, Feng & Shyu, 2014; King, 2004). In the family business context, this behaviour can be related to the research by Ma et al. (2019) who states that goals in family businesses are a combination between the business's and family's. Hence, if the goals that the family member is attempting to

achieve are in fact those of the family firm, the development he/she will seek will be one that affects the business positively. Also this points to a lack of individual career management among family members as strategic behaviours should create self-fulfilment with the individual and not purely generate a positive outcome for the firm (King, 2004; Kossek et al., 1998).

As stated by Sullivan and Arthur (2006) in the literature, the boundaries individuals can face in their career are not solely physical in terms of organisational boundaries, but they can also be psychological. Movement across psychological boundaries, as discussed by Sullivan and Baruch (2009), can be challenging as they can be seen as trade-offs between, for example, job security and development. This to some extent correlates with the findings of this study, as it was found that family members have a tendency of prioritising development in their existing role with a focus on company success, and this in turn has a negative effect on their job security. This since family members fear a future without their family business as they lack a distinct vocational identity as well as enough knowledge to ensure job safety outside of the firm. In some sense, the psychological boundary to fill the position one has taken or been given also hinders development to form one's own idea of what they would like to do. Hence, even though family members are focusing on development it seems as if they do not engage in self-directed behaviours which is a large part of individual career management.

Previous research has found that the self-identity among children to family business owners is heavily affected by the organisation and they are prone to contribute to the success of the family firm due to a strong sense of belongingness to it (Chua et al., 1999; Schröder et al., 2011). This shows a large organisational focus among family members which correlates to the findings of this study. Family members find it difficult to separate their personal development from organisational development, which indicates that these two might be seen as one entity. As development is not seen as a mean for personal fulfilment of goals it does not clearly align with individual career management in this aspect either. The literature states that in today's society, individuals need to take charge of their own career in order to develop their own means of achieving individual goals (Chang, Feng & Shyu, 2014; King, 2004). However, in a family business context the individual adapts to business needs as well as to wants, needs, and desires of other family

members, such as parents or siblings. One does not wish to overrun siblings and therefore value that one has different areas of responsibilities. To have a good relationship with one's family is more important to self-fulfilment than to develop a path of one's career that might clash with that of a brother or sister.

As previously mentioned in the analysis, family members who lack a formal degree of education are intimidated by a future without the firm and to some extent feel as if they cannot advance in the business as they do not have the required competence. One does however not experience a deficit of knowledge in the role they have as one learn by doing and can therefore develop and build upon their current role. To 'learn by doing' is a common step in succession planning as children at an early stage begin to learn the necessary skills and attitudes that are needed for the organisational processes (Sambrook, 2005). In this study it was found that the younger generations do feel as if they learned the basics of the company from previous generation(s) but that they have evolved more in their role based on personal experiences. This suggests that career development of family business members take place more reactively than proactively as they improve their competence in areas one finds to be necessary once they are in a certain role or position. This further enhances the argument previously mentioned that development among family members has an organisational focus which indicates that they do not engage individual career management.

This research found that family members have low career awareness and cannot clearly specify how they decided upon their road to development and why or when they decided to join the family business, which indicate low vocational identity. A reasoning for this is that adolescents to family business owners often have a self-identity strongly connected to the firm (Chua et al., 1999; Schröder et al., 2011). This could generate low vocational identity and an unclear sense of what they would like to work with as their early encounter with the family firm alters their idea of future careers (Murphy & Lambrechts, 2015). As the elements of individual career management are heavily linked to one another, it becomes clear that if one does not have personal goals for one's professional career one will not have any individual intent to develop further. However, as the personal goals are equivalent to the business goals of family members the decision to develop one's capabilities to achieve those could be a form of contextual individual career management

in family businesses. Previous research by Dyer (2006) and Ma et al. (2019), suggest that strategic choices and goals among individuals with high levels of family identification will be affected due to family bond. This correlates with how this study found goals to be affected by family influence with the consequence that plans of development suffers on an individual level. This could potentially negatively impact perceived self-fulfilment among family members.

One of the things found within this study of particular interest to the purpose, is that family members who work in their family business do not think of their job or business in terms of career. It became clear through this study, that these individuals and their careers has not been dependent upon gaining insight in different organisational areas in order to reach a certain hierarchical position. In terms of development this implies that family members do not seek to develop skills that are outside of their role and that could be seen as interfering with the role of a sibling. This however hinders them from achieving such personal goals and hence self-fulfilment could suffer as they instead solely focus on organisational outcomes.

Some scholars have advocated that career development should be a shared responsibility between the individual and the organisation, where the employee should be offered counselling in development activities (Chang et al., 2014), a suggestion which could be an issue in the family business context. This study found that family members experience that they have no one with whom they can discuss development. This since they do not have an official manager and do not discuss these questions among each other as family members, even if they would like to have an opportunity for such conversations. The lack of conversations about one's career aspirations was shown to be a reason for uncertainty about one's development within the firms, as areas of responsibilities had not clearly been discussed within the family. As previously depicted in literature, family bonds are of importance for career behaviours (Dyer, 2006; Ma et al., 2019), and this study further enhances the importance of consideration for siblings. The study indicates that the lack of career awareness is affected by a will to not harm the feelings of others. However, as suggested by Smale et al. (2019) engaging in more proactive behaviours, such as vocally expressing one's aspirations, could contribute to greater career satisfaction for individuals.

5.5 Framework of Individual Career Management in Family Business

The identified themes from the analysis along with their underlying categories affect career choices, planning, goals, and development of family business members to various extent. The themes identified as most significant in relation to each objective of the study (i.e. the elements of individual career management), and their influence is depicted in the framework (figure 3). The family business context affects career choices, planning, goals, and development of family members so that individual career management hold low personal focus, become more reactive and require less self-directed behaviours and individual responsibility than otherwise depicted in literature. The conceptual framework on individual career management within family business will be further elaborated on in the following discussion section through answers to each research question.

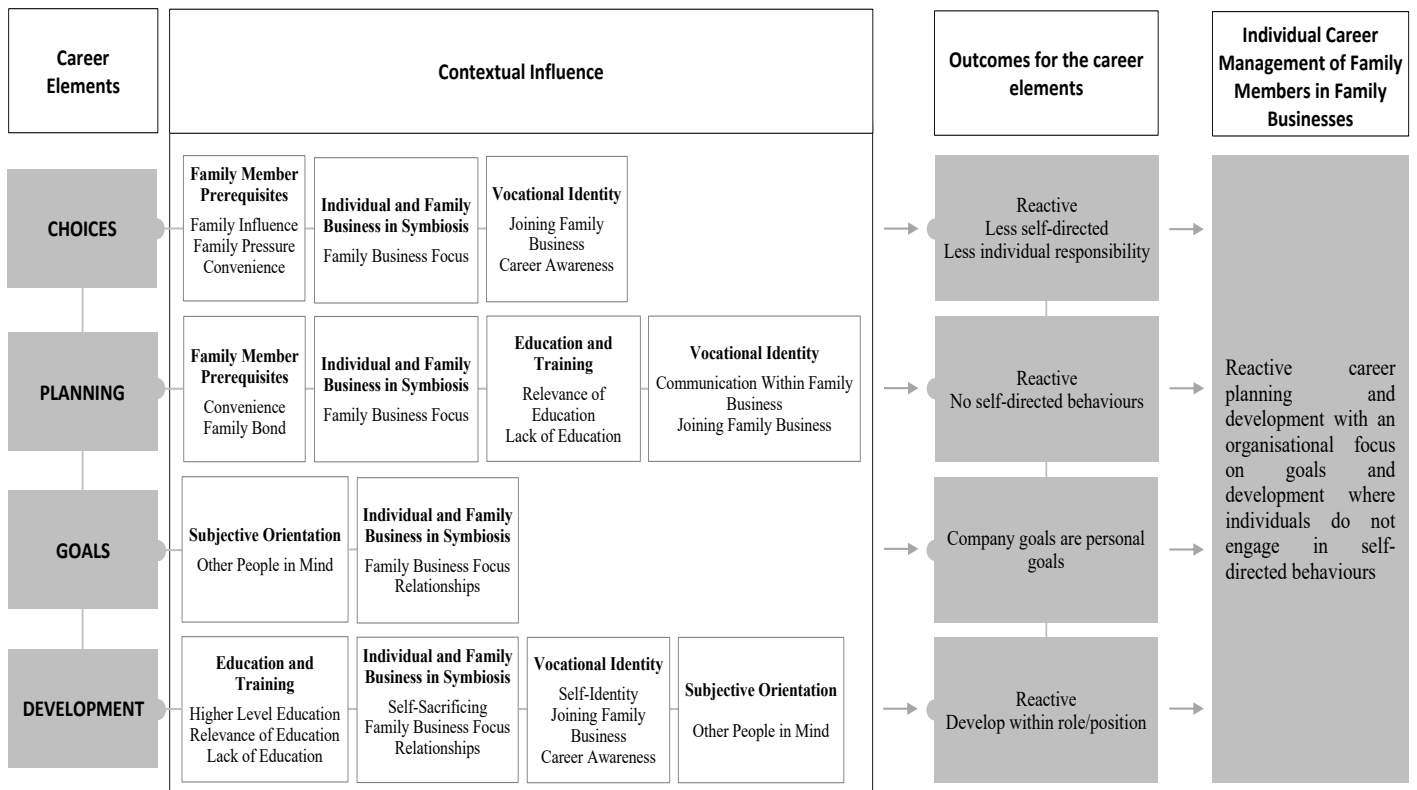


Figure 3. A Conceptual Framework of Individual Career Management Within Family Business

6 Discussion and Conclusions

First, this section describe the developed framework through a discussion of the findings in relation to the research questions of the study. Second, concluding remarks concerning the purpose of the study are presented. Thereafter, theoretical, practical, and societal implications of the study are depicted, after which the thesis is concluded by acknowledging limitations of the study and suggestions for future research.

6.1 Purpose and Research Questions

The purpose of this study was to explore the concept of individual career management in the context of family business, put differently to explore individual career management among family business members who are active within their family firm. To guide the research in the attempt to fulfill the objective of the study, four research questions were developed:

RQ1: How does the nature of family business influence career choices of individual family members?

RQ2: How does career planning work for individual members of family firms?

RQ3: How do family members consider and pursue career goals while being part of the family firm?

RQ4: How does the context of family business affect career development of family members?

This study show that the nature of family business entails certain prerequisites for family members. These prerequisites can be viewed as a form of inherent, unspoken heritage that follows automatically from being a member of a family that runs a family business. Among the positive aspects of these conditions, which follow the nature of family business, is the ability to make career choices that had not been offered without the family firm. Negative elements of these prerequisites can be convenience as a result of the feeling that the family firm offer something to fall back on, which leads to two major outcomes; career satisfaction due to appreciation or career dissatisfaction because of non-active and

non-proactive career choices. Further, the nature of family business holds the prerequisites of family influence and pressure. The former affect family members career choice to join the business, where they appear to do so with a 'we are in it together' mentality. Additionally, the choice to join the family business appears to be affected by that family members have self-identities, strongly defined by belongingness to the businesses. Family pressure does not appear to influence the choice of joining the business, but it affects other career choices, such as choices of roles, positions and not leaving the business. The nature of family business appears to require less individual responsibility of self-directed behaviours. Additionally, family business members seem to be intertwined with the family business in such a way that the individual's career choices, such as extensive work engagement reflects needs and benefits of the firm, as if they interact in a form of symbiosis. As a result, family members career choices are not consequences of individual desires and strive for self-fulfilment

Family members who are active within the family business do not appear to have actively planned for a career within the family firm. Those who lack higher education appear to do so out of the family member prerequisite of convenience, where the family members do not actively take control over and plan for their careers as a result of having the business to 'fall back on'. Neither family members with higher level of education actively plan for a career within the family business, instead they plan for and educate themselves with the intention of pursuing a career outside the family firm. Yet, the family business context appears to entail the prerequisite of family bond and generate a symbiosis of family members and the firm, causing these individuals to, while not actively or intentionally, still plan for careers within the family business, given that they educated themselves in line with the family business's operations. Family members who lack family business relevant education, perceive themselves hindered to take on the positions they would like. Further, these individuals appear to fear a future without the firm, as they are aware that their options may be limited if they would have to seek employment elsewhere. Yet, the majority of these family business members does still not actively plan for their careers. Family members who have higher education appear to a larger extent to value career development in terms of education and shorter courses. However, common for all family business members is that those who plan towards various form of career competence development, do so as a response to what they regard valuable for the

business. This seems to be a result of the identified symbiosis which appears to be part of the family business setting and as a result, career planning among family business members appears more reactive than proactive.

Career goals of family members are of subjective nature and focus on the family and the firm rather than objective aspirations such as monetary or positional advancement. Family members struggle to reflect on individual goals for their careers but effortlessly elaborate on goals they have for the family business. Also, there appears to be trouble for family members differentiating between what they find interesting and strive for themselves and what they solely aspire for the sake of the business. They refer to motivation and achieving career success in terms of others well-being and the highly subjective orientation among family business members also manifest through how few career goals of objective character, such as making the business grow, are yet considered with prominence on soft values and emotional aspects. This despite that, with the extent of business focus that family members hold, it could reasonably have been the opposite. With the firm's best interest in mind, it could be expected that emphasis would be on goal attainment in terms of objective aspects such as profit. Career goals of a desire for competence development, such as learning new skills and gaining increased knowledge appears to be ambitions for the benefit of the business and specific personal career goals among family members revolve around responsibilities and an ambition to have less obligations. This because of a desire to become less needed and invaluable to the firm, however still not for the members themselves but rather to reduce the vulnerability of the family business. Further, family business members who are active within the family firm struggle to elaborate on specific plans or strategies for how to achieve their personal career goals and they do not appear to pursue their career goals in any distinct way.

The identified theme of individual and family business in symbiosis evolved from how family members have an exceedingly strong connection and focus on the business and often feel and take responsibility for the business in a self-sacrificing manner. Additionally, the vocational identity of family members is related to how their self-identity appears strongly connected to the family business. These intertwinings of the family members and businesses, along with the identified prerequisites which follow for these individuals, appears to have effects on their career development. The prerequisite of opportunities to a large extent allow 'learning by doing' which enables career

development of family members within their current positions. However, the family business setting also allow convenience which can cause family members to perceive career dissatisfaction due to absence of competence relevant to develop their careers in ways they desire. Further, the identified symbiosis seems to involve family business focus to such an extent that career development of family members is the result of increased position specific skills or knowledge. This impact perceived job security among family members who fear that a future without the family business would offer limited employment options. Additionally, the family business context entail that the family members adapts to both business needs and wants as well as needs and desires of other family members. Good family relationships are valued higher than career development that leads to personal self-fulfilment and career satisfaction. The context of family business appears to provide a setting where career development of family business members take place more reactive than proactive, as they develop competence after what is considered necessary for the role or position which they are currently in.

The purpose of this study was to explore the concept of individual career management in the context of family business. From the study it may be concluded that, although currently active members of family businesses operate in the contemporary society, individual career management does not manifest according to previous literature, within the particular context of family business. Career choices and planning appear less proactive and the otherwise required self-directed behaviours and individual responsibility of career management does not appear necessary among family business members, as the context of family business provide a different arena than most other organisational forms in today's society. The family business context appears closer to how the literature depicts traditional views of careers, where onus of responsibility for careers are with the organisation to a larger extent than the individual. Within the family business context individuals can pursue careers without fulfilling the requirements of the career concept. Further, the nature of family business provides a setting in which desired career outcomes of family members appears related to the family business rather than the individuals themselves.

6.2 Implications

6.2.1 Theoretical Implications

The concept of individual career management has previously mainly been explored with managerial or employee focus (Chang et al., 2014; De Vos et al., 2011; King, 2001, 2004; Kossek et al., 1998). While some scholars have provided recent contributions to career studies by elaborating on context and its implications for individual career management (Nikandrou & Galanaki, 2016; Smale et al., 2019), research in the specific context of family business has so far been lacking. Through our study, we have shown that the nature of family businesses has implications for individual career management of family business members. This conclusion makes a contribution by strengthening previous knowledge about topics such as influence, bond, and education within family business research. Further, our conclusions provide a theoretical contribution by challenging previous accounts of the concept of individual career management. Our conceptual framework in figure 3 provides increased knowledge about careers in family business and new insights about the contemporary societal concept of individual career management by adding a new dimension of contextual implications.

6.2.2 Practical Implications

The framework developed from our study (figure 3) provide implications for succeeding members within family businesses since it contributes with practical knowledge of contextual influence on career behaviours and outcomes within their particular career setting. This could help with enhanced understanding for these individuals of how to consider and manage their careers to increase their chances of achieving career satisfaction and self-fulfilment. Also, to reduce potential risks of becoming vulnerable in relation to the contemporary view and development of careers, taking place outside the family business setting. Additionally, our study provides a practical contribution of contextual influence to predecessors in family firms which could help with further understanding of the importance of communication and thorough succession planning as part of their managerial processes. Further, our study provides practical knowledge of how the nature of family business influence career management among individual family members which could contribute to decision making processes of both preceding and succeeding family business members. Also, this study provides knowledge of career

management within family firms, which could be used by family members for policy-setting, to avoid conflicts before they happen. For instance, our research could assist family members in their consideration of career related issues of succession, such as division of positions and ownership and similar policy-setting processes within family business.

6.2.3 Societal Implications

Family business is a pervasive organisational form in many economies (Gagné et al., 2014; Jones, 2005), yet only one-third of these firms survive past the first generation (Fendri & Nguyen, 2019). Our study strengthens much of the previous literature on the succession process within family firms. Concomitantly, our research contribute with insights of how specific career choices and planning can foster career development and goal attainment with a self-fulfilling impact for individuals. This could assist succeeding family members to further engage in career self-management and achieve higher levels of perceived career success and satisfaction after their succession processes. Consequently, family businesses might survive cross generations to a greater extent and hence, society at large might benefit in terms of economic contributions and job creation.

In qualitative scientific studies like ours, where data is gathered from individuals and their experiences and perceptions of reality, it is important to consider potential ethical issues (Alvesson & Sköldberg, 2018). It was of immense importance to not cause harm for any of our participants and therefore several measures, as depicted in the methodological section, were taken in an attempt to reduce this risk. However, we acknowledge that our study could motivate individuals within family businesses to reflect upon and consider their careers in ways which could have negative impact for family members themselves and, consequently for family firms.

6.3 Limitations and Suggestions for Future Research

While we have tried to elucidate the phenomenon of this study in view of a subjectivity-totality combination, by including social context and meaning on the individual level (Alvesson & Sköldberg, 2018), we acknowledge that our study might not illustrate all aspects of individual career management in the context of family business. Our research has been limited to family members active within small to medium sized firms, where

levels of family orientation might differ from larger family businesses. Therefore, we advocate making use of our framework for further exploration of individual career management among family business members who are part of larger businesses.

This study has focused on family members who are currently and only active within their family business. Consequently, our contribution is limited to knowledge of individual career management among other groups of family members who have either chosen to not enter, leave or work part time and combine another career with the family firm. Our research could be used to explore individual career management among such individuals, to create an even more comprehensive depiction of the phenomenon in relation to family businesses. We especially suggest further exploration of boundaryless attitudes of careers among family business members, as such could likely provide further insights of individual career management within the family business context.

References

- Abele, A. E. (2003). The dynamics of masculine-agentic and feminine-communal traits. Findings from a prospective study. *Journal of Personality and Social Psychology*, 85(4), 768–776.
- Abele, A. E., & Wiese, B. S. (2008). The nomological network of self-management strategies and career success. *Journal of Occupational and Organizational Psychology*, 81(4), 733–749.
- Alvesson, M., & Skoldberg, K. (2018). *Reflexive Methodology*. (3rd ed.). London, United Kingdom: SAGE.
- Aronoff, C.E., & Wards, J.L. (2011). *Preparing Successors for Leadership – Another Kind of Hero*. New York, NY: Palgrave Macmillan.
- Arthur, M. B., & Rousseau, D. M. (1996a). A Career Lexicon for the 21st Century. *The Academy of Management Executive*, 10(4), 28-39.
- Arthur, M. B., & Rousseau, D. M. (1996b). The boundaryless career as a new employment principle. In M. B. Arthur & D. M. Rousseau (Eds.), *The Boundaryless Career*: 3-20. New York, NY: Oxford University Press.
- Astrachan, J. H. & Shanker, M. C. (2003). Family businesses' contribution to the U.S. economy: A closer look. *Family Business Review*, 16(3), 211-219.
- Baruch, Y. (2006). Career development in organizations and beyond: Balancing traditional and contemporary viewpoints. *Human Resource Management Review*, 16(2), 125-138.
- Baù, M., Pittino, D., Sieger, P., & Eddleston, K. (2016). Special Issue: “Career issues in family business: Understanding career ladders and glass ceilings” call for papers. *The Journal of Family Business Strategy*, 7(4), 272-273.
- Bird, B., Welsch, H., Astrachan, J., & Pistrui, D. (2002). Family Business Research: The Evolution of an Academic Field. *Family Business Review*, 15(4), 337-350.
- Boyd, J., Upton, N., & Wircenski, M. (1999). Mentoring in family firms: A reflective analysis of senior executives' perceptions. *Family Business Review*, 12(4), 299– 309.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Briscoe, Jon P., Hall, Douglas T., & Frautschy DeMuth, Rachel L. (2006). Protean and Boundaryless Careers: An Empirical Exploration. *Journal of Vocational Behavior*, 69(1), 30-47.
- Caputo, A., Marzi, G., Pelligrini, M., & Rialti, R. (2018). Conflict management in family businesses: A bibliometric analysis and systematic literature review. *International Journal of Conflict Management*, 29(4), 519-542.
- Chang, H., Feng, C., & Shyu, C. (2014). Individual management and counseling as moderators in achieving career competencies and success. *Social Behavior and Personality: An International Journal*, 42(5), 869-880.
- Chrisman, J., Chua, J., Pearson, A., & Barnett, T. (2010). Family Involvement, Family Influence, and Family-Centered Non-Economic Goals in Small Firms. *Entrepreneurship Theory And Practice*, 36(2), 267-293.
- Chua, J., Chrisman J., & Sharma, P. (1999). Defining the Family Business Behaviour. *Entrepreneurship Theory and Practice*, 23(4), 19-39.

- Cohen, L., & Duberley, J. (2015). Three faces of context and their implications for career: A study of public sector careers cut short. *Journal of Vocational Behavior*, 91, 189-202.
- Cyert, R.M. & March, J.G. (1963). *A behavioral theory of the firm*. Englewood Cliffs, NJ: Prentice-Hall.
- Denscombe, M. (2014). *The good research guide: for small-scale social research projects*. (4th ed). Berkshire, United Kingdom: McGraw-Hill Education.
- De Vos, A., De Hauw, S., & Van der Heijden, B. I. (2011). Competency development and career success: The mediating role of employability. *Journal of Vocational Behavior*, 79(2), 438-447.
- Duffy, R. D., & Dik, B. J. (2009). Beyond the self: External influences in the career development process. *The Career Development Quarterly*, 58(1), 29-43.
- Durst, S., & Wilhelm, S. (2012). Knowledge Management and Succession Planning in SMEs. *Journal of Knowledge Management*, 16(4), 637-649.
- Dyer, W.G., Jr. (2006). Examining the “family effect” on firm performance. *Family Business Review*, 19(4), 253–273.
- Easterby-Smith, M., Thorpe, R., Jackson, P., Jaspersen, L. (2018). *Management & Business Research* (6th ed.). London, United Kingdom: SAGE.
- Eckrich, C.J., & Loughhead, T.A. (1996). Effects of family business membership and psychological separation on the career development of late adolescents. *Family Business Review*, 9(4), 369-386.
- Fendri, C., & Nguyen, P. (2019). Secrets of succession: How one family business reached the ninth generation. *Journal of Business Strategy*, 08-2018-0130.
- Gagné, M., Sharma, P., & De Massis, A. (2014). The study of organizational behavior in family firms. *European Journal of Work and Organizational Psychology*, 23(5), 643-656.
- Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Boston, MA: Harvard Business School Press.
- Gomez-Mejia, L.R., Nuñez-Nickel, M., & Gutierrez, I. (2001). The Role of Family Ties in Agency Contracts. *The Academy of Management Journal*, 44(1), 81-95.
- Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career Management*. (4th ed.) London, United Kingdom: SAGE.
- Guba (1981). Criteria for Assessing the Trustworthiness of Naturalistic Inquiries. *Educational Communication and Technology Journal*, 29(2), 75–91.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, (pp. 105-117). Thousand Oaks, CA, United States: SAGE Publications, Inc.
- Hall, D. T. (1996). Protean careers of the 21st century. *Academy of Management Executive*, 10(4), 8-15.
- Jones, A. (2005). The Elementary Structures of the Family Firm: An Anthropological Perspective. *Society of Applied Anthropology*, 64(3), 276-285.
- Judge, T. A., Cable, D. M., Boudreau, J.W., and Bretz, R. D. (1995), “An empirical investigation of the predictors of executive career success”, *Personnel Psychology*, 48(3), 485–519.
- Kidwell, R. E., Eddleston, K. A., Cater, J. J., & Kellermanns, F. W. (2013). How one bad family member can undermine a family firm: Preventing the Fredo effect. *Business Horizons*, 56(1), 5–12.

- King, Zella. (2001). Career Self-Management: A Framework for Guidance of Employed Adults. *British Journal of Guidance & Counselling*, 29(1), 65-78.
- King, Zella. (2004). Career Self-Management: Its Nature, Causes and Consequences. *Journal of Vocational Behavior*, 65(1), 112-133.
- Kossek, E. E., Roberts, K., Fisher, S., & DeMarr, B. (1998). Career self-management: A quasi-experimental assessment of the effects of a training intervention. *Personnel Psychology*, 51(4), 935-960.
- Lee, C., Felps, W., & Baruch, Y. (2014). Toward a taxonomy of career studies through bibliometric visualization. *Journal of Vocational Behavior*, 85(3), 339-351.
- Lincoln, Y. S., and Guba, E. G. (1985). Naturalistic inquiry. Newbury Park, CA: Sage.
- Ma, D., Mattingly, E., Kushev, T., Ahuja, M., & Manikas, A. (2019). Persistence Decisions: It's Not Just About the Money. *The Journal Of Entrepreneurship*, 28(1), 121-143.
- Mayrhofer, W., Meyer, M., & Steyrer, J. (2007). Contextual issues in the study of careers. In *Handbook of Career Studies* (pp. 215-240). SAGE Publications.
- Minichilli, A., Nordqvist, M., Corbetta, G., & Amore, M. (2014). CEO Succession Mechanisms, Organizational Context, and Performance: A Socio-Emotional Perspective on Family-Controlled Firms. *Journal of Management Studies*, 51(7), 1153-1179.
- Murphy, S. E., & Ensher, E. A. (2001). The role of mentoring support and self-management strategies on reported career outcomes. *Journal of Career Development*, 27(4), 229-246.
- Murphy, L., & Lambrechts, F. (2015). Investigating the actual career decisions of the next generation: The impact of family business involvement. *Journal of Family Business Strategy*, 6(1), 33-44.
- Nikandrou, I., & Galanaki, E. (2016). Boundaryless Career and Career Outcomes: The Mediating Role of Individual Career Management Behaviours. *Zagreb International Review of Economics & Business*, 19(1), 71-98.
- Nordqvist, M., Melin, L., Waldkirch, M., Kumeto, G. (2015) Introducing theoretical perspectives on family business. In: Mattias Nordqvist, Leif Melin, Matthias Waldkirch and Gershon Kumeto (ed.), *Theoretical Perspectives on Family Businesses* (pp. 1-17). Cheltenham: Edward Elgar Publishing.
- Orpen, C. (1994). The Effects of Organizational and Individual Career Management on Career Success. *International Journal of Manpower*, 15(1), 27-37.
- Powell, G.N. & Greenhaus, J.H. (2012). When family considerations influence work decisions: Decision-making process. *Journal of Vocational Behavior*, 81(3), 322-329.
- Rosenbaum, J. (1979). Tournament Mobility: Career Patterns in a Corporation. *Administrative Science Quarterly*, 24(2), 220-241.
- Rutherford, M.W., Muse, L.A., & Oswald, S.L. (2006). A New Perspective on the Development Model for Family Business. *Family Business Review*, 19(4), 317-333.
- Sambrook, S. (2005). Exploring Succession Planning in Small, Growing Firms. *Journal of Small Business And Enterprise Development*, 12(4), 579-594.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th ed.). Essex, United Kingdom: Pearson Education Limited.
- SCB. (2018). *Familjeföretag i Sverige – En algoritm för att identifiera familjeföretag*. Retrieved from <https://www.scb.se/contentassets/b1ae4493ffd1404987a4d32cbf213ae5/fa>

miljeforetag-i-sverige.pdf?fbclid=IwAR1SxfFRx9meYvsB2zp6QDOlo_ELLosV5XoP2OZzM4hQkJ0rgieCuGY5lXA

- Schelepphorst, S., & Moog, P. (2014). Left in the dark: Family successors' requirement profiles in the family business succession process. *Journal of Family Business Strategy*, 5(4), 358-371.
- Schröder, E., Schmitt-Rodermund, E., & Arnaud, N. (2011). Career Choice Intentions of Adolescents With a Family Business Background. *Family Business Review*, 24(4), 305-321.
- Simons, R., Goddard, R., & Patton, W. (2000). Measuring vocational interests: A call for multi-sample norms. *Career Development International*, 5(7), 351-360.
- Skolverket. (2019). *Upper Secondary School*. Retrieved from <http://www.omsvenskaskolan.se/engelska/gymnasieskolan/>
- Smale, A., Bagdadli, S., Cotton, R., Dello Russo, S., Dickmann, M., Dysvik, A., ... & Roza, P. (2019). Proactive career behaviors and subjective career success: The moderating role of national culture. *Journal of Organizational Behavior*, 40(1), 105-122.
- Sullivan, S. E., & Arthur, M. B. (2006). The Evolution of the Boundaryless Career Concept: Examining Physical and Psychological Mobility. *Journal of Vocational Behavior*, 69(1), 19-29.
- Sullivan, S. E., & Baruch, Y. (2009). Advances in career theory and research: A critical review and agenda for future exploration. *Journal of Management*, 35(6), 1542-1571.
- Tagiuri, R. & Davis, J. (1996). Bivalent Attributes of the Family Firm. *Family Business Review*, 9(2), 199-208.
- Wilensky, H. L. (1960). Work, careers, lifestyles, and social integration. *International Social Science Journal*, 12(4), 543-560.
- Wilensky, H. L. (1961). Orderly careers and social participation: The impact of work history on social integration in the middle mass. *American Sociological Review*, 26(2), 521-539.
- Westhead, P., & Cowling, M. (1998). Family firm research: The need for a methodological rethink. *Entrepreneurship Theory and Practice*, 23(1), 31-56.
- Westhead, P. & Howorth, C. (2007). "Types" of private family firms: An exploratory conceptual and empirical analysis. *Entrepreneurship and Regional Development*, 19(5), 405-431.
- Wortman, M. (1994). Theoretical Foundations for Family-Owned Business: A Conceptual and Research-Based Paradigm. *Family Business Review*, 7(1), 3-27.

Appendices

Appendix 1 – Interview Questions

Topic / Theme	Questions
Formalities	<p>Introduce ourselves and our topic</p> <p>Ask for permission to record</p> <p>Sign consent form</p>
General Questions (background, warm up questions)	<p>Could you please describe a little bit about yourself?</p> <p>Could you please tell us a little bit about your company?</p> <p>Does everyone in your family work within the company?</p> <p>What is your position within the company and what does your everyday work entail?</p> <p>Was it ever any consideration that you would have taken on a different role/position?</p> <p>Was it an active choice to take the role/position you have?</p> <p>Could you describe a typical day at work?</p>
Goals	<p>What is your educational background?</p> <p>Did you have any specific goals, plans, or ideas about your career already in school?</p> <p>What were your thoughts then, did you already know that you wanted to work within the family business?</p> <p>Did you ever think that you wanted to work with something else before you started working in the family business?</p> <p>Do you have any career goals you would like to achieve?</p>

	Do you have any goals you would like to achieve for the firm?
Planning	<p>Have you ever thought about further education?</p> <p>How do you feel about the role you have in the company today?</p> <p>What do you think of the future for you within the company?</p> <p>Do you actively talk about your future within the firm?</p> <p>Do you ever think that you might want to work with something else?</p> <p>How aware would you say that you are about your career?</p>
Motivation	If you think about your career motivation, what motivates you?
The Family business Context (affect, influence, family aspect)	<p>When you work together as a family:</p> <ul style="list-style-type: none"> - Do you talk about family related things at work? - Do you talk work outside of the job? <p>What is it like to have your family at work?</p> <p>If this was not your family's firm, would you still work with what you do today?</p> <p>Did you ever feel influenced by your family to begin to work within the family business?</p> <p>Do you feel that you could explore other career opportunities even though your parent(s) ran a family business?</p> <p>Could you imagine changing your career and leave the firm?</p>

	How do you think the family would think about if you would like to leave the company?
	What do you think about that you sibling(s) have different roles/positions within the firm?
	When you have the family as part of your workdays, how does that affect you?
	What are your thoughts about the future of the firm?
Additional (add, clarify, nuance)	Is there anything that you would like to add that you think we have missed to ask you or that you would like to nuance?

Appendix 2 – Consent Form

Informed Consent

Consent for participation in a research interview

I agree to participate in a Master Thesis project conducted by the students Jen Lundgren and Kajsa Hultén from Jönköping International Business School. The purpose of this consent form is to specify the terms of my participation in the project by being interviewed.

1. I have been given sufficient information about this research project. The purpose of my participation as an interviewee in this project has been explained to me and is clear.
2. My participation as an interviewee in this project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed by the students from Jönköping International Business School. The interview will last approximately 1-1,5 hour. I allow the researchers to take written notes during the interview. I also allow the recording by audio tape of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview whenever I want.
5. I have been given the explicit guarantees that the researchers will not identify me by name, function or company in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have been given the guarantee that this research project has been reviewed and approved by supervisors and teachers at Jönköping International Business School
7. I have read and understood the points and statements in this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study
8. I have been given a copy of this consent form co-signed by the interviewers.
9. I have been provided with contact information so that I may contact the students , should any questions or concerns arise after the interview.

_____ Participant's Signature Date	_____ Name Clarification
---------------------------------------	-----------------------------

_____ Researcher's Signature Date	<u>Jen Lundgren</u> Name Clarification
--------------------------------------	---

_____ Researcher's Signature Date	<u>Kajsa Hultén</u> Name Clarification
--------------------------------------	---

Appendix 3 – 2nd Level Code and Themes

