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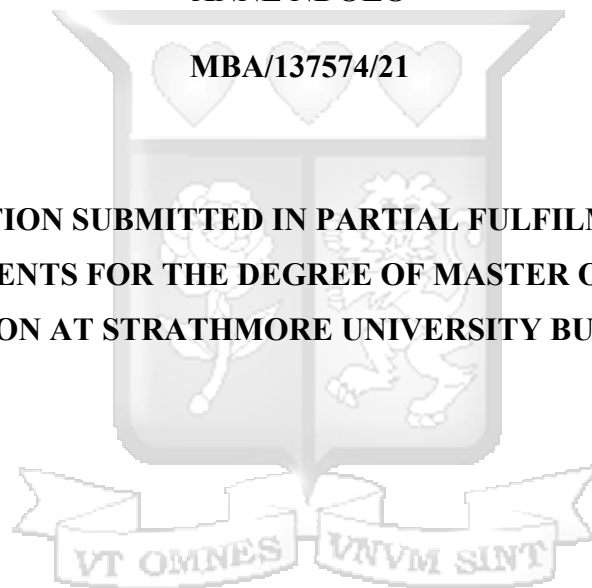
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**FACTORS THAT INFLUENCE WOMEN'S INTENTION TO LEAD FAMILY
BUSINESSES IN NAIROBI, KENYA**

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MBA/137574/21

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION AT STRATHMORE UNIVERSITY BUSINESS SCHOOL**



STRATHMORE UNIVERSITY BUSINESS SCHOOL

STRATHMORE UNIVERSITY


NAIROBI, KENYA

March, 2024

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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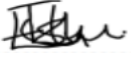
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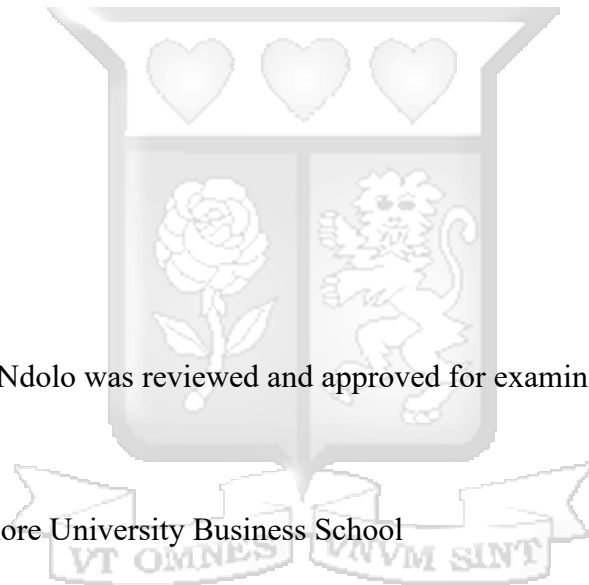
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ABSTRACT

In recent years, countries have sought more gender equality and acknowledged the unique contributions that women can make as business leaders and entrepreneurs. Women continue playing an invisible role where they work behind the scenes and take up administrative roles such as moderators and informal advisors. However, studies consistently indicate that family firms that have women leaders show improved performance. Despite family-owned enterprises presenting huge opportunities for female family members to lead, representation of women within these businesses' leadership is still low. Against this backdrop, this study aimed to investigate the factors that influence women's intention to lead family businesses in Nairobi, Kenya. The study achieved this aim by meeting three research objectives: to investigate the effect of attitude on women's intention to lead family businesses in Kenya, investigate the effect of subjective norms on women's intention to lead family businesses in Kenya, and to investigate the effect of perceived behavioural control on women's intention to lead family businesses in Kenya. The theory of planned behaviour and the social cognitive theory were used to guide the study and fill the conceptual gap in the literature regarding the behavioural elements that drive women's fundamental identity shift towards leadership roles in family businesses. Adopting a descriptive research design and a positivism research philosophy, survey questionnaires were used to quantitatively collect data to meet the research objectives. The research used purposive sampling to collect data from 169 2nd and 3rd-generation women kin in family businesses. Data was analysed using both descriptive and inferential analysis. The findings indicate that attitude is a positive but non-significant predictor of women's intentions to lead family businesses in Kenya. In contrast, the findings have indicated that both subjective norms and perceived behavioural control are strong positive significant predictors of women's intentions to lead family businesses in Kenya.

Keywords: Theory of planned behaviours, attitude, subjective norms, perceived behavioural control, behavioural intentions



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LIST OF ABBREVIATIONS

AFBE	Association of Family Business Enterprises
EI	Entrepreneurial Intentions
GDP	Gross Domestic Product
NACOSTI	National Commission for Science, Technology & Innovation
SMEs	Small and Medium Enterprises
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
TVET	Technical-Vocational Education and Training Program



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DEDICATION

I sincerely dedicate this dissertation to my family and friends that have sacrificed so much in support of my scholarly endeavours.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

From a global perspective, the Family Business Alliance (2022) posits that family enterprises generate approximately 57% of the gross domestic product (GDP) of the U.S., besides creating 75% of all new jobs and employing more than 63% of the workforce. For the U.K., IFB Research Foundation (2021) shows that family businesses are the majority in the private sector, helping contribute £637 billion to the country's GDP, paying £205 billion in tax, and employing over 14.2 million people. The dominance of family businesses is not isolated to the U.S. and U.K., considering they account for 70-90% of businesses in most nations globally (Kammerlander, 2019). These statistics demonstrate the relevance of family-owned enterprises in the global economy.

Maseda, Iturralde, Cooper, and Aparicio (2022) posit that, while statistics demonstrate the economic significance of family businesses, understanding the intricacies of gender dynamics inside these businesses remains an unexplored field of research. Gender disparity in business leadership persists, notwithstanding recent global progress towards gender equality and women's rights. This remains true against the backdrop of emphasis on how important it is for more women to take up management and governance roles (Maseda et al. 2022).

Campopiano, Rinaldi, Sciascia, and De Massis (2019) note that, compared to non-family businesses, family-owned enterprises seem to offer female family members more opportunities to lead and pursue entrepreneurship. However, there remains a significant imbalance in the representation of women in family businesses despite their disposition to offer leadership to women (Campopiano et al., 2019). In contrast to nonfamily firms, the intricacy of decision-making processes is increased due to the subjective nature of familial interactions (Mucci, Jorissen, Frezatti, & Bido, 2021). As a result, concerns about leadership and management in family-owned businesses need to be carefully examined. This is by taking gender roles, generational shifts, and family dynamics into account (Campopiano et al., 2019; Maseda et al. 2022). Gaining insight from women's contributions to family businesses and their navigation of these issues can help advance inclusive leadership practices and increase gender diversity in these organizations. This highlights

the importance of investigating the factors that influence women's intentions to lead family-owned enterprises.

1.1.1 Women's Intention to Lead Family Businesses

In recent years, as nations seek more gender equality and acknowledge the unique contributions that women can make as leaders and entrepreneurs, the role of women in family businesses has attracted a lot of attention in academia. Globally, 18 % of family-owned business leaders are women, and this is attributed to women playing an invisible role where they work behind the scenes and take up administrative roles such as moderators and informal advisors (KPMG Global, 2022). The changing demographics worldwide are developing new leadership opportunities and roles for women in family-owned enterprises (KPMG Global, 2022). Both men and women have the opportunity to strengthen their family-owned businesses by embracing their diversity in terms of leadership approaches and views (Meroño-Cerdán, 2022). Despite advancements in several areas, women are still underrepresented in executive roles within family firms compared to males. Promoting gender diversity and empowering women in the entrepreneurial space requires an understanding of women's intention to lead family enterprises. Family-owned businesses committed to empowering women have the opportunity to evaluate the perceptions and beliefs of these women and change an outdated narrative regarding the role of women in the family business while leveraging the competitive advantage they bring to their businesses (Meroño-Cerdán, 2022).

In this regard, the Theory of Planned Behavior (TPB) provides a comprehensive framework to explore women's intentions to lead family business. The TPB suggests that subjective norms, attitudes, and perceived behavioural control collectively shape individuals' intentions, which guide their behaviours. Tornikoski and Maalaoui (2019) note that TPB indicates that an individual's intentions regarding a specific behaviour are determined by attitude, subjective norms, and perceived behavioural control. Further, the authors postulate that the term intention is used to suggest that individual human behaviours are reasoned, conscious, and planned. Fishman et al. (2020) describe intentions as a vital antecedent for individuals to adopt or perform a practice or behaviour. Women's leadership intentions represent their motivation, inclination, and desire to actively participate in managing and leading the family-owned enterprise (Duran-Encalada et al., 2021). This assertion is further supported by Ajzen (1991), who notes that human intentions are those assumed to demonstrate the motivational factors influencing a specific behaviour. Intentions

are indicators of how hard an individual is willing to try a behaviour (in this case women's intention to lead) and the level of effort they are exerting to achieve the behaviour in question (Ajzen, 1991). The more intense the leadership intention, the more likely the women to become leaders.

Shen and Joseph (2021) note that women who take leadership in enterprises have an underlying motivation, that is motivation to lead, the need for power, and the need for achievement. Badura et al. (2020) add that women's intention to lead is measured using the affective identity, that is, the intrinsic desire to lead, feeling the duty to lead (social-normative), and the non-calculative desire to lead, that is, non-selfish reasons to lead. Intention represents women's motivation in the sense of their conscious and deliberate plans, self-instruction, and decisions to exert effort to engage in leadership (Conner, 2020). As such, women's leadership intentions serve as a crucial precursor to actual behaviours and decisions in relation to leadership roles (Conner, 2020). In the context of women's intention to lead family businesses, TPB variables play a vital role in determining their decision-making and career aspirations. Designing effective ways to promote and empower women to assume leadership positions within their family companies requires an understanding of the elements that affect women's intentions to run family businesses.

1.1.2 Factors Predicting Women's Intention to Lead Family Businesses

In line with Tornikoski and Maalaoui (2019), there are three contextual factors used to predict the intention to perform a behaviour. The first is attitude, and Ajzen (1991) notes that personal attitude is the degree an individual unfavourably or favourably appraises a behaviour in question. In other words, the individual's disposition to consistently respond favourably or unfavourably in relation to a specified object. Conner (2020) conceptualises attitude as the overall evaluation of an individual's behaviour and is tapped using a semantic differential measure. Conner (2020) further suggests that salient behavioural beliefs, or the perceived chance that engaging in an activity would result in a specific outcome or be linked with a specific trait, are what determine attitude. In this study's context, attitude is the degree women kin in family businesses have a favourable or unfavourable evaluation of the intention to lead. The TPB argues that personal attitude is a precursor to intention, which is also an antecedent to behaviour (Mei et al., 2016).

Prior research by Badghish et al. (2022) in Saudi Arabia suggests that attitude is a positive predictor of intentions. Women's attitudes about leadership roles in family enterprises are

influenced by a variety of elements, such as their individual experiences, values, and perceptions of the advantages and difficulties of such positions. Recognizing the possibility for personal development and fulfilment, the chance to contribute to the success of the family business, and the capacity to have a significant impact on family members' and employees' lives can all lead to positive attitudes. In this regard, intrinsic motivation and personal value were found as critical attitudes that drive certain intentions (Badghish et al., 2022).

On the other hand, Kubiček and Machek's (2019) systematic review of studies conducted globally suggests unfavourable attitudes could result from concerns about finding a work-life balance, from a fear of failing, from a lack of confidence, or from cultural standards that cast doubt on women's perceptions of their suitability for leadership roles. Akhmedova et al. (2020) note that unfavourable sentiments regarding women's aspirations for leadership positions may also be influenced by family and cultural traditions that promote traditional gender roles.

The second contextual factor is the subjective norm. According to Ajzen (1991), the subjective norm is the belief an individual has about whether most people in his or her referent group approve or disapprove of the intention in question. The referent group includes family friends, and peers (Ajzen, 1991), and subjective norms for women in family businesses would entail the beliefs about the referent groups' thoughts about becoming leaders in family-owned enterprises. The subjective norm's key focus is whether the reference group will approve of the intention of a woman kin that will lead to taking up leadership roles in the family-owned enterprise. One of the critical elements of subjective norms assessed in literature is gender norms that the women in family businesses relate to leadership positions.

Mussolino et al. (2019) show that gender norms affect women's inability or ability to perceive themselves as able to lead family businesses. In particular, the gender-based stereotype is a significant impediment that women have to face when seeking senior leadership positions in family businesses (Nekhili et al., 2018). Besides, the absence of a meritocratic culture in most family businesses, where every family member in the business is allowed to share his or her opinion often and openly, impedes the motivation of women to take up leadership roles (Samara et al., 2019). While these studies show that external conditions have a greater influence on the ability of women to lead family businesses, and while the literature on female leadership in family-owned enterprises is relatively underdeveloped (Campopiano et al., 2018), studies are increasingly

focusing on women's involvement in family business's powerful positions (Nelson & Constantinidis, 2018).

Murithi, Vershinina, and Rodgers (2020) debate that Sub-Saharan African families operate businesses via the embedded internal social relationships with family members. The behavioural and structural dynamics in Sub-Saharan African family businesses accrue from the informal socio-cultural organisation. This organisation is shaped by values, behaviours, attitudes, and cultural beliefs therein, and leadership and management in family businesses mostly conform to this organisation (Murithi et al., 2020).

According to Urban and Nonkwelo (2022), cultural beliefs and traditions have been significant in determining the place of women in African family businesses. For instance, in South African family businesses, it is common practice to find more than three generations of women in the extended family who consider themselves part of the family business. However, because of the societal, religious, and cultural beliefs and interpretation of the African culture on the expectations of women, the extended family often create the pathway for male relatives to succeed (Urban & Nonkwelo, 2022).

Perceived behavioural control is the third predictor of intention to perform a behaviour as per the TPB. According to Sultan et al. (2020), perceived behavioural control is the individual's perceptions of the difficulty or ease of performing a particular behaviour. In other words, perceived behavioural control is the judgement a woman kin in a family-owned enterprise makes about the intention to become a leader in the business how well she can perform it and the barriers therein. Perceived behavioural control significantly influences women's professional goals and decision-making processes when it comes to their intention to lead in family enterprises (Sultan et al., 2020).

In a study in Spain, Akhmedova et al. (2020) note that women are more likely to acquire a strong intention to lead if they believe they are capable and empowered to do it. A woman who has the requisite education is well prepared to take up leadership of family enterprises. Women who possess the requisite leadership training in strategic thinking, communication, decision-making, and interpersonal skills have a high likelihood of believing in their ability to lead effectively (Akhmedova et al., 2020). Access to education, training programs, and development opportunities can enhance women's skills and boost their perceived behavioural control.

Kubíček and Machek (2019) further add that, on top of professional training, the possession of the right experience is another major influence that motivates women to take up leadership roles in family businesses. The authors suggest that having the right education training and experience increases women's self-confidence. Women with high self-confidence have a higher likelihood of believing in their abilities to lead family businesses successfully. As such, self-confidence gives women the belief that they possess the requisite skills, knowledge, and competence to take up leadership responsibilities (Kubíček and Machek, 2019).

The three contextual factors of TPB examine the conscious state of mind of women in family businesses that precedes action and directs their attention toward leadership. Considering that family-owned firms have no obligation to elevate women into leadership positions (Nelson & Constantinidis, 2018), a fundamental identity shift is required from women themselves to move from individual contributors to leaders (Maurer & London, 2018), and the three contextual factors of the TPB might help in this shift. This study used attitude, subjective norm, and perceived behavioural control as predictors of women's intention to lead family-owned businesses in Nairobi, Kenya.

1.1.3 Family-Owned Businesses in Nairobi County, Kenya

In Kenya, family-owned businesses are the most prevalent and oldest form of business and act as a foundation for the development of other business forms (Ngugi & Patrick, 2021). Kenyan family businesses account for approximately 75% of the GDP (Muthoni, 2021). The exact number of family businesses in Kenya, however, is not captured in literature, though they are estimated to make up 80-90% of all enterprises in the country (Mwai et al., 2018). The importance of these businesses to an economy manifest in employment, contribution to GDP, and wealth creation for families running them (Mwai et al., 2018). The family-owned businesses in Kenya are renowned for their entrepreneurial and innovative drive and their huge contribution to the Kenyan economy (Mwai et al., 2018). More importantly, family businesses in Kenya are concentrated in consumer goods (household products, packaged foods and meat, distillers and water), manufacturing industries (industrial conglomerates, air freight and logistics, trading companies and distributors), agriculture, financial (insurance and diversified banks), and construction industries (Asoko Insight, 2020). These statistics show the significance of family businesses to the economy that cannot be overlooked by stakeholders such as business leaders, scholars, and policymakers.

Kenyan family businesses exhibit several distinctive characteristics. To begin with, intergenerational succession is frequently strongly emphasized in family enterprises in Kenya (Karani, 2019). It is typical for businesses to be passed down from one generation to the next, with an emphasis on maintaining continuity and family tradition (Karani, 2019). Family members are expected to assume leadership and ownership responsibilities within the company, and this succession process is profoundly founded on cultural values and traditions (Karani, 2019). The decision to keep the business in the family is frequently motivated by the closeness of family relationships and a desire to continue having power and influence over it. This emphasis on family succession can, however, also result in issues with family dynamics and company interests, managing expectations, and succession planning (Asoko Insight, 2020).

More importantly, most Kenyan family-owned enterprises operate in the informal sector (Asoko Insight, 2020). For these firms, informality offers responsiveness to changes in the market through flexibility, agility, and adaptability. Family firms are able to overcome administrative obstacles and react to customer needs swiftly. However, operating in the informal sector may restrict family businesses' access to legitimate finance, networking possibilities, and difficulties with professionalisation, compliance, and governance (Asoko Insight, 2020).

While Asoko Insight (2020) argues that African family businesses groom women to take lower-ranking leadership positions while male children are mentored from childhood to take up prime positions despite both having similar education and experience levels, there is limited empirical evidence to suggest this is the case in Kenya. This limited evidence, according to Mwangi (2019), is attributed to the continued low representation levels of women in senior positions in organisations. The statistics on low representation are advanced by Kammerlander (2019), who postulates that approximately 13.4% of corporate top management in Kenya comprises women. Asoko Insight (2020) further shows that the top leadership in family-owned businesses in Kenya is dominated by men among the leading enterprises. Examples include Davis and Shirtliff Limited, Devki Group of Companies, Bidco Africa Limited, Blowplast Limited, Kenafric Industries Limited, Rai Group Limited, and Kapa Oil Refineries Limited. Only HACO Industries Kenya Limited and Keroche Breweries Limited have women at the helm (Asoko Insight, 2020).

Men and women in Kenyan family businesses can strengthen their organisations by welcoming their diverse approaches and perspectives. Family-owned firms devoted to empowering women

should begin by assessing their thoughts and ideas about leadership and encouraging them to take on more roles (KPMG Global, 2022). Openness to new perspectives has the potential to transform an outdated narrative about the roles women play in family enterprises. Moreover, the scholarly field of women in family businesses remains underdeveloped in Kenya. A study of this nature will contribute to bridging the empirical evidence gap. Besides, it would be interesting for family businesses and women in these firms to know how planned behaviour affects the latter's intention to lead family businesses in Nairobi, Kenya. Research inquiry into the intention of women to lead their family-owned businesses has the opportunity to explain whether their desire to lead has anything to do with the low number of women leaders (Duran-Encalada et al., 2021).

1.2 Problem Statement

Samara et al. (2019) asserts that, internationally, the presence of women in the leadership of family businesses contributes to reduced conflict, enhanced collaboration, and increased shared values. Also, women's leadership in family enterprises enhance the integration of family members in the business, besides influencing the enterprise to engage in socially responsible activities (Nekhili, Chakroun, & Chtioui, 2018). The absence or low representation of women in the leadership of family-owned enterprises can threaten the business's reputation by making it appear non-meritocratic, discriminatory against women, and a socially irresponsible firm (Cho et al., 2019; Duran-Encalada et al., 2021; Samara et al., 2019).

A study by Jain et al. (2021) in the U.S. posits that family-owned businesses lag behind non-family enterprises in gender representation in leadership, despite the great contributions to the success of these entities. A similar challenge faces European firms, where a study by Bjuggren et al (2018) on Swedish firms concluded that, although there are more male corporate leaders compared to females in family businesses, the latter has had a much more positive impact on the performance of these businesses compared to non-family enterprises. This contribution is tied to the feminine traits that create competitive advantages for family firms (KPMG Global, 2022).

Similarly, African family enterprises with female representation on boards or executive committees have demonstrated higher profitability (Kammerlander, 2019). This suggests a positive correlation between female involvement and firm performance (Boateng, 2021). However, prioritising the best leader based on merit, rather than gender or birth order, is lacking in African family businesses (Asoko Insight, 2020; Nieuwenhuizen, 2022). Kenyan family

businesses also lag behind non-family enterprises in gender representation in leadership (Vundi, 2020).

While the above studies look at the external conditions of women that impact their ability to lead family-owned businesses, there is a conceptual gap in the inquiry of the internal behavioural elements that drive women's fundamental identity shift towards leadership roles in family businesses (Duran-Encalada et al., 2021). Despite the growing recognition of the important role women play in entrepreneurship and family business leadership, there remains a significant research gap in understanding the factors that influence women's intention to lead family businesses (Merono-Cerdan & Lopez-Nicolas, 2017).

The association between the dimensions of TPB and intentions have been examined in previous literature. For instance, Jorgensen et al.'s (2018) study in South Australia, Mahmood et al. (2019) in Malaysia, Romani et al.'s (2022) in Latin America, and Veraldo and Ruihley (2017) in the U.S. show that attitude is a positive significant predictor of intentions. In contrast, Duran-Encalada et al.'s (2021) study in Mexico and Day's (2013) study in the U.S. contend that the aversion to taking on leadership positions in family companies stems from their perception that doing so will severely affect their capacity to care for their families.

Jorgensen et al. (2018), Canovi et al. (2022) (Italy), and Duran-Encalada et al. (2021) suggest that subjective norm is a positive predictor of intention to take executive positions. In contrast, Veraldo and Ruihley (2017) established that subjective norms were negatively associated with the behavioural intentions to seek the director position by women in the U.S. Finally, Jorgensen et al. (2018) and Mahmood et al. (2019) suggest that perceived behavioural control is a positive predictor of intention to take leadership position. On the other hand, Romani et al. (2022) suggest that perceived behavioural control is not a significant predictor of intention. In contrast, Veraldo and Ruihley (2017) indicate that the lack of perceived behavioural control was negatively associated with women's intention to seek directorship positions in the U.S. These contradicting findings created a need for further inquiry to establish if the attitude, subjective norm, and perceived behavioural control affect intentions. Also, the generalisability was limited to cultural and social context they were conducted, affecting the transferability of findings to Nairobi, Kenya.

More importantly, there is limited attention given to the TPB perspective in understanding women's intention to lead family businesses in Nairobi. Looking at the women's intention to lead

family-owned enterprises, there was an opportunity to apply the TPB framework to investigate whether attitude, subjective norms, and perceived behavioural control were predictors of their intentions to take up leadership (Duran-Encalada et al., 2021; Veraldo and Ruihley, 2017). This study filled this gap and investigated women's internal behavioural elements regarding taking leadership positions in their family businesses by investigating the influence of attitude, subjective norms, and perceived behavioural control on women's intention to lead family businesses in Nairobi, Kenya.

1.3 Research Aim

This research investigated the factors that influence women's intention to lead family businesses in Nairobi, Kenya.

1.3.1 Specific Objectives

- I. To establish the effect of attitude on women's intention to lead family businesses in Kenya.
- II. To establish the effect of subjective norms on women's intention to lead family businesses in Kenya.
- III. To establish the effect of perceived behavioural control on women's intention to lead family businesses in Kenya.

1.4 Research Questions

- I. What is the influence of attitude on women's intention to lead family businesses in Kenya?
- II. What is the influence of subjective norms on women's intention to lead family businesses in Kenya?
- III. What is the influence of perceived behavioural control on women's intention to lead family businesses in Kenya?

1.5 Scope of the Study

This investigation was conducted to establish the influence of planned behaviour on leadership intention among women in family-owned businesses in Kenya. The independent variables included attitude, subjective norm, and perceived behavioural control while the dependent variable was the intention to lead. This study's target population were family businesses in Nairobi, Kenya. Information gathered from the Association of Family Business Enterprises (AFBE) in Kenya to

find out the population of family businesses in Nairobi established that the Kenya government has no official classification of family businesses. However, the AFBE official database showed that there were 548 registered family-owned enterprises in Nairobi. This study chose to use the AFBE database since AFBE is a legally incorporated association in Kenya under the Registrar of Societies. The unit of analysis for this study included 2nd-generation and 3rd-generation female family members already working in family-owned businesses that are in pole positions to take leadership in their firms in Nairobi, Kenya. The investigation took 3 months, between August 2023 and October 2023.

1.6 Significance of the Study

To begin with, this study will have significance to practice. It will raise important practical considerations on the development and promotion of female leaders in family businesses. The current generation of family business leaders or managers will understand the behavioural intentions of women kin to take up leadership roles and create an enabling environment for their development and promotion. Furthermore, the findings of this study will inform succession planning. These leaders will understand how to translate the intentions of the women kin in the family business into behaviour that will put them in line for succession. Moreover, women in the second or third stages of the family-owned businesses' lifecycle will understand how their planned behaviour affects their propensity to lead their respective organisations.

Further, this study will have practical implications for theory. As the background of the research has already been highlighted, there is an underrepresentation of literature addressing women's leadership in family-owned businesses. While a single study may not change this position, the current research will pave the way for future studies to interrogate the concept of planned behaviour and women's intention to lead in family enterprises. Moreover, this study will incorporate its theoretical significance and add to the existing body of knowledge on leadership in family businesses.

Finally, this study will be significant to policy. The findings of this study will contribute to policy development on gender representation and leadership development in family businesses. The independent board members providing oversight and governance in family-owned businesses can facilitate policy development to this end. Besides, the government can use rigorous governance

mechanisms in family businesses to advance policy that will ensure the development of women who intend to lead these firms and increase their representation in leadership.

1.7 Chapter Summary

The current chapter describes the research on identifying the characteristics that influence women's behaviour in leading family businesses in Nairobi, Kenya. The second chapter critically reviews the existing literature on women's leadership goals, family enterprises, and the contextual aspects of planned behaviour theory. Chapter three describes the technique used in the current investigation. This is in addition to describing the ethical issues that underpin this research. Chapter four contains the findings and analysis/discussion, while Chapter five concludes the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter defines the core study constructs and critically reviews their growing importance. The first section of the chapter is the theoretical review, which advanced the theory that guided the study. The second section is the empirical review which critically organises the previous works and guides the development of the analytical framework. The summary section synthesises the literature. Finally, the chapter concludes with a conceptual framework and operationalisation of the study variables.

2.2 Theoretical Foundation

This study was anchored on the TPB and social cognitive theory (SCT). The two are widely used theoretical frameworks in the field of psychology to understand human intentions and predict behaviour. Each of these theories is reviewed in the subsections that follow.

2.2.1 Theory of Planned Behaviour

According to Tornikoski and Maalaoui (2019), the theory of planned behaviour (TPB) emerged as an extension of the theory of reasoned action (TRA) advanced in the 1960s by Fishbein. Ajzen (1991) advanced the TPB to solve a major limitation of the TRA: the failure to accommodate behaviours over which individuals may have limited volitional control. This position accrued from the explicit confinement of the TRA to behaviours that individuals have full volitional control, and this was under the assumption that it includes most behaviours that social psychologists are interested in. TPB solved this limitation by taking into consideration the degree of control over behaviour that individuals have (Tornikoski & Maalaoui, 2019).

The TPB relies heavily on an individual's behavioural goals (Ajzen, 2020). Ajzen (1991) defines behavioural intentions as signs of how hard individuals are willing to try a particular behaviour, that is, how much effort they intend to put in to achieve a desired behaviour. This is a fundamental component of the model because it lies in the idea that intentions guide a behaviour, considering studies have established there exists a strong relationship between intentions and behaviour, bearing in mind that this relationship can be moderated by a level of control over performing the

behaviour (Gieure, del Mar Benavides-Espinosa, & Roig-Dobón, 2020; Peña-García et al., 2020; Zhang et al., 2019). In this regard, the TPB argues that behaviour can be predicted because a change in intention is usually followed by a change in individual behaviour.

Ajzen (2020) offers three drivers of behavioral intentions, as proposed by the TPB. The first determinant is the individual's attitude toward the behaviour in question. The expectancy value is a crucial formulation that scholars use to describe the individual formation of attitudes towards an intended behaviour (Ajzen, 2020; Ajzen & Kruglanski, 2019; La Barbera & Ajzen, 2021; Li et al., 2020). In other words, scholars assume that attitude towards a behaviour is a function of an individual's readily accessible beliefs of the likely consequences of adopting the behaviour in question, also identified as behavioural beliefs (Ajzen, 2020; Ajzen & Kruglanski, 2019; La Barbera & Ajzen, 2021; Li et al., 2020). As such, behavioural beliefs are subjective probabilities in nature. An individual believes that undertaking a behaviour will give a specific experience or lead to a certain outcome (Ajzen & Kruglanski, 2019). The study of women in family business leadership intentions can thus be evaluated by assessing how attitude influences behaviour. Based on the TPB, the higher the attitude that leads to specific experiences or the result of certain outcomes, the higher the individual's intention to seek leadership in the organisation.

The second determinant of behavioural intentions is subjective norms. This determinant is tied to the referent group, that is the people in the life of the individual performing a certain behaviour (Li et al., 2020). Subjective norms are the subjective probabilities or expectations that the referent group of the individual approve or disapproves of regarding the behaviour to be performed by the latter (La Barbera & Ajzen, 2021). It is further described by the beliefs held by the individual seeking to perform a certain behaviour or whether the referent group performs this behaviour to give it credence (Rejón-Guardia, Polo-Peña, & Maraver-Tarifa, 2020). Overall, the subjective norm can be summarised as the social pressures that an individual is put under to engage in a behaviour. The study of women in family business leadership intentions can thus be evaluated by assessing how subjective norm influences the behaviour. Based on the TPB, the higher the subjective expectations from the referent groups and the higher the belief that this group performs the said behaviour of female kin in a family business, the higher the expected individual's intention to seek leadership in the organisation.

Perceived behavioural control is the third factor influencing behavioural intentions. La Barbera and Ajzen (2021) define perceived behavioural control as an individual's perception of the availability of enough resources and the ability to control barriers to desired activities. In other words, scholars believe that accessible control beliefs are the foundation of behavioural control (Ajzen, 2020; Ajzen & Kruglanski, 2019; La Barbera & Ajzen, 2021). The greater an individual's impression of resource availability and fewer restrictions, the greater their perceived behavioural control, which leads to a stronger behavioural intention. The TPB refers to resources as the factors that individuals regard to support or hinder the performance of a target behavior (Al-Jubari, Hassan & Liñán, 2019; Jayasingh et al., 2021; Sultan et al., 2020). In the case of leadership, these are the resources that the individual believes are critical to enabling or impeding the potential to become a leader, and may include time, money, skills, abilities, and a strong network, among others. According to Ajzen (2020), perceived behavioural control moderates the effect of subjective norms and attitude on intention, but actual behavioural control modifies the effect on behaviour intention. To put it another way, the presence of supportive subjective norms and pleasant attitudes leads to the establishment of favourable behaviour intentions in the sense that individuals believe in their ability to conduct the behaviour in question.

Critics of the TPB argue that the experimental tests of the theory have been surprisingly rare and those experiments that researchers have conducted have failed to support the TPB's assumptions (Sniehotta, Pesseau, & Araújo-Soares, 2014). Also, there is the concern that the time frame between behavioural action following an intent is not addressed by TPB (Scott et al., 2019). This is in addition to the theory failing to account for economic or environmental attributes that may influence an individual's intention to engage in a behaviour despite its consideration of normative influences. Despite criticisms, the TPB remains a formidable framework due to its comprehensive understanding of the predictors of intentional behaviours (Bosnjak, Ajzen, & Schmidt, 2020). Its extensive use and adaptation across all fields demonstrate how important it continues to be in illuminating the complexities of human behaviours and decision-making (Bosnjak et al., 2020).

Various studies have tested the TPB model for validity. One such study was conducted by Yakasai and Jusoh (2015), who concluded that the TPB model is ideal for testing the behavioural intentions of an individual. This is after their study found that attitude, subjective norms, and perceived behavioural control explain over 50% of individuals' intentions to perform certain behaviours. In

a recent study by Yue et al. (2020), the authors established that there was a positive correlation between the three determinants and behavioural intentions, proving TPB's validity. Besides these conclusions giving credibility to the model for utilisation in the current inquiry, the model has been approved for its ability to predict human action and further allow modification of behaviour (Ajzen, 2020; Ajzen & Kruglanski, 2019). This is considering that TPB has been successfully used to predict and explain behaviour in a multitude of behavioural domains, and this includes leadership (Rahaman, Stouten, & Guo, 2019). A better understanding of the determinants of behaviour can offer the basis for developing sound interventions in various areas of a family business, including leadership. This is because an organisation can predict, understand, and change individual social behaviour to a desired end.

The TPB provides a strong theoretical foundation for comprehending and predicting women's intention to participate in family business leadership. TPB offers a methodical way to look at the cognitive factors that underpin women's desire for leadership roles in family businesses in Nairobi, Kenya. This is through the examination of three primary constructs of the theory: perceived behavioural control, subjective norms, and attitudes. Further, TPB's relevance in this study lies in its ability to show the association between individuals' evaluation of their belief and consequences to leading (attitude), perceptions influenced by the judgement of the referent group (subjective norm), and women's perceived difficulty or ease of becoming leaders in family businesses (perceived behavioural control) and the dependent variable, intention to lead (women's readiness become leaders in the family businesses). Since behavioural intentions are a function of attitude, subjective norms, and perceived behavioural control, this study uses these constructs to show the intentions of women to lead family businesses in Nairobi, Kenya.

2.2.2 Social Cognitive Theory

Social cognitive theory (SCT) was advanced by Bandura in 1986 and has since been widely applied within business, education, psychology, and health disciplines (Schunk & DiBenedetto, 2020). The SCT emphasises the reciprocal interaction between people and their environment (Schunk & Schunk & DiBenedetto, 2020; Usher, 2012). SCT highlights the role of observational learning, outcome expectations, self-efficacy beliefs, and self-regulation in shaping an individual's behaviours (Schunk & Usher, 2012). Put differently, the SCT emphasises the critical role played by an individual's social environment on learning, motivation, and self-regulation.

The SCT's central premise is that people strive for a sense of control over significant events in their life (Beauchamp et al., 2019). According to Schunk and DiBenedetto (2020), individuals exercise a sense of agency by employing their self-regulatory and cognitive talents, such as formulating objectives and applying tactics to achieve them. Individuals also track their progress toward targets and alter their techniques as appropriate (Beauchamp et al., 2019). More importantly, SCT takes into account an individual's past experiences that factor into whether an intent will take place. This is because past experiences influence the individual's expectations, reinforcements, and expectancies, all components critical in shaping the individual's specific behaviour (Schunk & DiBenedetto, 2020).

A major criticism of the SCT is that it is not context-independent, thus failing to address the issue of culture and diversity (Usher & Weidner, 2018). This is because SCT was developed in an era marked by less diverse societies compared to today's societies. This brought the problem of generality, which is not warranted in some adoption (DiBenedetto & Schunk, 2018). Therefore, the theory is considered to be less context-independent.

SCT provides a strong anchor for the study on determining factors influencing women's intention to lead family businesses in Nairobi, Kenya. The theory emphasises the reciprocal relationship between individuals, their behaviours, and the social environment (Schunk & DiBenedetto, 2020). The reciprocal relationship between people, their surroundings, and their behaviours is emphasised by SCT. As such, SCT is used in this study to shed light on the ways that women's leadership aspirations in family businesses are influenced by social influences, observational learning, outcome expectations, and self-efficacy beliefs. According to SCT, individuals' intentions and behaviours are determined by cognitive processes, social factors, and perceived abilities to carry out specified acts. Past experiences, role modelling, and self-efficacy beliefs can all impact attitudes toward leadership. This means women will be more likely to want to lead if they see it as personally fulfilling and consistent with their values and aspirations. Subjective norms, which reflect perceived societal constraints and expectations, can have a strong influence on people's aspirations to lead. This is especially true in family enterprises where familial expectations and cultural norms may play an important role.

2.3 Empirical Review

The literature evaluated in this section is directed by the research aim of investigating the impact of planned behaviour on women's intentions to head family enterprises in Nairobi, Kenya. The empirical review is also guided by the research objectives, which are to investigate the effect of attitude on women's intention to lead family businesses in Kenya, to investigate the effect of subjective norms on women's intention to lead family businesses in Kenya and to investigate the effect of perceived behavioural control on women's intention to lead family businesses.

2.3.1 Family Businesses

Literature indicates that family businesses continue to play a significant role in most African countries (Urban & Nonkwelo, 2022). For example, family-owned businesses represent a significant number of listed firms in the Johannesburg Stock Exchange in South Africa (Urban & Nonkwelo, 2022). In Nigeria, family-owned enterprises account for the majority of 17.28 million small and medium enterprises (SMEs) in the country (Olubiyi, Lawal, & Adeoye, 2022). Literature shows that most Zimbabwean businesses (approximately 80%) are family-owned and predominantly SMEs (Chundu, Njobo, & Kurebwa, 2021). Asoko Insight (2020) asserts that family-owned enterprises make up close to half the largest taxpayers list in Kenya, besides making a significant share of SMEs.

By their nature, family businesses are composed of single businesses run by a few family members (Déniz-Déniz et al., 2018). In other words, they are family-owned entities that have family members as major internal stakeholders that are linked to the enterprise through kinship, ownership, and employment. For stakeholders to ensure the sustained contribution of family businesses to a country's economy, interrogating leadership and its contribution to proper management has been a focus of multiple scholars (Akhmedova et al., 2020; Kubíček & Machek, 2019; Mussolino et al., 2019; Nekhili et al., 2018; Samara et al., 2019). From the growth of family-owned enterprises to their survival in the future, leadership plays a critical role (Azizi et al., 2021). Balancing the different interests of different stakeholders requires competent leadership at the helm of family entities since it is crucial to the profitability, optimal operations, growth, and survival of the family business (Azizi et al., 2021).

There is a striking observation regarding leadership in family-owned businesses: most leadership roles in these entities are male-dominated (Duran-Encalada et al., 2021; Kammerlander, 2019; Li et al., 2019). This is to suggest that women's representation within family-owned businesses is still low, despite a rise in the number of women leaders over the years (Duran-Encalada et al., 2021). As opposed to other business forms, family-owned enterprises present huge opportunities for female family members to lead (Duran-Encalada et al., 2021).

2.3.2 Attitude on Women's Intention to Lead Family-Owned Businesses

Attitude towards performing a specific behaviour is a function of the positive or negative values, that is, desirability. Jorgensen et al. (2018) conducted a quantitative study on individual and structural factors that contribute to and compound the under-representation of women in senior management and leadership positions in South Australia. Jorgensen et al. (2018) operationalised personal attitudes using attitudes concerning job stress, attitudes towards benefits that come with the promotion, attitudes towards career advancement, attitudes towards rejection from an unsuccessful application for promotion, attitudes toward the influence the position will bring, and attitude toward the ability to increase contact with influential persons. Using 148 surveys of senior managers (both women and men), the study concluded that both genders have similar belief structures that drive their intentions to apply for promotion in the South Australian local government. Specifically, attitude concerning job stress was shown to be a high predictor of intention to seek promotion. In contrast, attitude regarding positive outcomes (advancement, promotion, influence, and contact) was shown to be a weak predictor of intention (Jorgensen et al., 2018). In other words, career benefits and financial incentives that are tied to executive promotion are not likely to motivate potential candidates to seek promotion. These results are inconclusive on whether the attitude is a predictor of intention to lead, and this warrants studies to further study the relationship between the phenomenon.

In contrast, Mussolino and Calabrò (2014) conducted a study that examined the effects of different paternalistic leadership philosophies used by predecessors in family businesses on the attitudes, norms, and perceived behavioural control of successors. Using a systematic review, the study found that the more the attitude of a successor is favourable, the more positive the perception of the success of the succession process. The study's findings also reveal that the more the predecessor utilizes a benign paternalistic leadership style, the more favourable the effect on the successor's

attitude, which ultimately influences the latter's judgments of the succession process's effectiveness. A benevolent paternalistic leadership style implies that the outgoing leader's behaviour reflects a comprehensive and personalized concern for the well-being of the employee relatives in the family firm. Similarly, the more the predecessor adopts a moral paternalistic leadership style, the better the effect on the successor's attitude, which ultimately improves the latter's judgments of the succession process's effectiveness. The moral paternalistic leadership style requires the leader to behave morally uprightly, demonstrating superior integrity, moral principles, personal virtues, fairness, and equity. In contrast, the more the predecessor utilizes an authoritative paternalistic leadership style, the more detrimental the impact on the successor's attitude, which eventually effects the latter's opinions of the succession process's effectiveness. In the authoritarian paternalistic leadership style, the leader claims complete control and authority over subordinates while demanding high performance requirements. Finally, the study concluded that the predecessor's paternalistic leadership style will have less influence on the successor's attitude over time. According to Mussolino and Calabrò (2014), including family members across generations can reduce ownership.

Similarly, Romani et al. (2022) investigated the relationship between the TPB factors and the intentions of children of entrepreneurial parents to succeed them. A survey of 16,185 Latin American university students was conducted and quantitative data was analysed using the partial least squares method. The study concluded that the attitude of the children to be successors was a positive and significant predictor of intentions to take over family businesses after their parents retired. Further, Veraldo and Ruihley (2017) sought to find out the role of personal women's aspirations using TPB in pursuing athletic director positions in the U.S. The study employed qualitative interviews of 9 women and the results indicated that negative attitudes held women from seeking the senior leadership position in the athletic domain in the U.S. Both these studies indicate that attitude is a positive predictor of intentions. The broader socio-cultural, organisational climate, external barriers, and individual experiences may be essential in shaping attitudes and intentions.

Similarly, Buli and Yesuf (2015) investigated how TPB predictor characteristics such as attitude, perceived behavioural control, and subjective norm explained entrepreneurial intents (EI) among Ethiopian technical-vocational education and training program (TVET) students. Using a

quantitative approach and a sample size of 107 students, the study discovered that attitude was a positive and significant predictor of behavioural intention to become an entrepreneur among TVET students. The correlation coefficient between attitude and EI was 0.63, which was positive and significant, supporting Meyers et al. (2005)'s assessment that a study with a sample size of roughly 100 and a Pearson R of 0.2 was significant at the 0.05 level.

Further research by Mahmood et al. (2019) involving Asnaf millennials in Malaysia to investigate the relationship between TPB factors and EI concluded that there was an indirect influence of attitude on EI. The findings were obtained utilizing a randomly selected sample of 310 people, data collected through surveys, and analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM). Attitude was operationalized using innovativeness, proactive personality, need for achievement, and internal locus of control, and there was a positive and statistically significant association between attitude, influence on behaviour, and EI. While this study supports the findings of most of the reviewed literature, their focus on specific geographies could undermine the generalisability of the results to other regions.

In a study in Mexico that included 8 respondents in a semi-structured qualitative interview, Duran-Encalada et al. (2021) found that attitude was a positive influencer of the desire of women to take up leadership roles in family businesses. Attitude was represented by attitude towards remuneration, recognition, flexible working hours and children's upkeep. A high remuneration scheme reflects a higher level of responsibility a leader carries in a family-owned enterprise (Duran-Encalada et al., 2021). This is supported by Faraudello and Songini's (2018) conclusion in a study of medium-family firms in Europe that used longitudinal analysis of case studies that women believe that taking senior leadership positions in family businesses will give them a high remuneration package, and in line with TPB, this will drive them to take up leadership positions.

Mussolino et al. (2019) conducted a qualitative study to assess how female successors portray their self-positioning toward leadership in male-dominated family businesses after succession has occurred. Using four participants and a narrative approach, the study demonstrates that, in addition to the expectation that taking senior leadership positions in family businesses will result in higher pay, women's desire to lead family-owned businesses is motivated by the recognition they receive from other family members and coworkers. In line with the TPB model and as supported by literature by Duran-Encalada et al. (2021), the readily accessible belief here is recognition, and the

likely consequence of adopting leadership in family businesses is being recognised and appreciated by others. In support of this view is Tien et al. (2019) in a comparative analysis of family-owned enterprises issues in Poland and Vietnam that used a systematic literature review. Also, Faraudello and Songini (2018) came to a similar conclusion that the pursuit of leadership in family-owned enterprises by women is tied to the belief that leadership positions signal a high level of responsibility and respect. Faraudello and Songini (2018) further argued that, besides the perception that there is job security in family-owned firms, family relationships are considered by women to offer a training ground for entrepreneurship and management. However, these studies' reliance on qualitative data exposes the findings to subjectivity and bias, and it would be ideal to conduct a quantitative study for comparison. Moreover, their isolation from specific countries means to create the problem of generalisability to other cultural and social contexts such as that of Kenya.

While the remuneration and recognition beliefs that inform the attitude that motivate women to take leadership in family businesses are positive, there is a negative value in flexibility problems that come with childcare (Duran-Encalada et al., 2021). Similarly, Day (2013) arrived at this conclusion in a study that examined work-life gender issues that affect women and incorporated 12 semi-structured interviews in the U.S. The findings suggest that most women have to sacrifice their professional career desires when it comes to childcare and family. The belief that taking up a leadership role in the family enterprise will lead to less time taken in caring for their family, according to the study by Duran-Encalada et al. (2021), inspires less desire in women to take up leadership roles.

A deduction of the literature has illuminated the contrasting findings about the role of attitude in driving intentions. Some studies have argued that attitude positively drives behavioural intentions. The literature has shown that these readily accessible beliefs and the expectations of their consequences if adopted have driven the intention to take up desired behaviour such as leadership. However, some researchers contend that the aversion to leadership positions in family companies stems from their perception that doing so will severely affect their capacity to care for their families. The presence of positive and negative value attitudes and their role in influencing women's behaviour to take up leadership is a concept that remains under-addressed in the context of developing countries such as Kenya.

Further, two major issues from the review data emerge. To begin with, the majority of the reviewed data on attitude and intention have employed qualitative research design. While these studies were able to get more insight into the motivations, thoughts, and drivers of the respondents towards behavioural intentions, they exposed the results to subjectivity and limited transferability. The second issue with the reviewed literature is the focus on one geographic location (country). Such localisation of the study means undermining the generalizability of the findings to other regions, thus limiting the transferability of research findings. Besides, there are limited studies examining the relationship between attitude as a contextual factor of the TPB and intentions. Considering the need to advance the scholarship on women in family businesses, and the gaps in the literature in Kenya regarding the phenomenon of attitude and intention to lead the family business, there is a need for the current study to seek the existing relationship.

2.3.3 Subjective Norms on Women's Intention to Lead Family-Owned Businesses

A series of recent studies have examined the relationship between subjective norms and intentions. For instance, Jorgensen et al.'s (2018) study found that injunctive norm and descriptive norm (variables used to operationalise subjective norm) were positive predictors of behavioural intention to apply for executive positions by managers in Southern Australia. However, the injunctive norm had more statistical significance. Injunctive norm relates to social expectations to do what is right and Jorgensen et al. (2018) operationalised it using competitors for a similar position, family, friends, superiors, and peers. A descriptive norm is that which influences behaviour by observing what others are doing and was operationalised using observation of others outside the organisation, work life, career-driven people, and people comfortable with their current position (Jorgensen et al., 2018). Yet, this study's findings were limited to a single location and this could hinder the generalisability and transferability of the results to other contexts.

Similarly, the study by Mussolino and Calabrò (2014) found that the more the subjective norm of a successor is favourable, the more positive the perception of the success of the succession process. Benevolent paternalistic leadership style in the predecessor will lead to a positive subjective norm of the successor, positively influencing the perception of the success of the succession process in the family-owned enterprise. Similarly, the more the predecessor employs a moral paternalistic leadership study, the more positive the effect on the subjective norm of the successor, which eventually positively influences the latter's perceptions of the success of the succession process.

An authoritarian paternalistic leader will negatively affect the subjective norms of the successor, negatively influencing the perception of the success of the succession process in the family-owned enterprise. Finally, the study concluded that the predecessor's paternalistic leadership style will have a reduced effect on the successor's subjective norm because of diluted family ownership over time. Further, Mahmood et al. (2019) found that the subjective norm of Asnaf millennials in Malaysia was indirectly positively related to EI. Subjective norm was operationalised using social networking and lifestyle integration and the relationship was positive and statistically significant.

In a similar light, Akhmedova et al. (2020) conducted a study in Spain that examined the factors influencing the underrepresentation of women, specifically daughters, in high-level management positions within family firms. The study employed a qualitative comparative analysis and used a sample of eleven family firm daughters. The findings concluded that women in family businesses are motivated by the views of those close to them, that is family and fellow employees, in pursuing leadership roles.

These findings are consistent with results from a systematic literature review conducted by Samara et al. (2019) in a study on why and how women become directors in family businesses. One of the referent groups that have a great influence on determining the choice of professional career path for women is the family. The chances of becoming an executive in the family business increase with the support accorded by the family members, and it is critical to get support from the current generation owner or leader of the family businesses (Akhmedova et al, 2020).

Similarly, Canovi et al. (2022) and Duran-Encalada et al. (2021) argue that the gender of the current owner of the leader is critical, with their study suggesting that family businesses with female leaders at the helm had high chances of motivating aspiring female families to take up executive leadership roles. Canovi et al. (2022) came to this result after conducting a case study on the supporting environments that impact entrepreneurial behaviours among next-generation family members in family enterprises. Further, the recognition by male siblings of the aspiring female leader's efficacy also increased subjective expectations to take up more authoritative roles (Akhmedova et al, 2020; Duran-Encalada et al., 2021). As such, the family support that women get, specifically from fellow female bosses, and male siblings, and the way succession is set, influences the leadership intentions (Duran-Encalada et al., 2021). In other words, the higher the women's subjective expectations from the family members and the higher the belief that these

women have that family members will support them, the higher their intentions to seek leadership in the family business.

On the other hand, Buli and Yesuf's (2015) study in Ethiopia concluded that, even though subjective norm was a positive predictor of behavioural intention to become entrepreneurs among TVET students with a correlation of 0.40, the relationship was not significant because the R^2 change between the two variables was not significant at 0.020. This is consistent with Romani et al.'s (2022) conclusion that the subjective norm of Latin American university students was not a significant predictor of intention to take over family businesses as successors, though positive.

In contrast, the study by Veraldo and Rühley (2017) established that subjective norms were negatively associated with the behavioural intentions to seek the athletic director position women in the U.S. The women asserted that they did not receive direct discouragement or encouragement from the referent group (perceived social pressure) to pursue the leadership position, and this negatively influenced their behavioural intentions towards seeking the position. These findings contrast the majority of studies reviewed in this section. This pronounces a need for further inquiry to test if the subjective norm is a positive predictor of intentions and investigate these in regions for comparison.

According to the reviewed literature, women in family enterprises are inspired to assume leadership positions by their referent groups. These referent groups include family members and close friends. A synthesis of the empirical evidence suggests that women are more likely to want to manage the family business if they have higher subjective expectations of their family members and a greater belief that their support will come from them. Furthermore, the women's behavioural intents to run family enterprises are influenced by the referent group's expectations linked to the merit obtained through training and education. Considering that some studies have shown a positive significant relation between subjective norms and intentions, others a positive but non-significant relation, while others have shown there exists a negative relationship, there is an opportunity to build on the existing literature to inform family business strategy in regards to women leadership with evidence from the current study and others of its nature in Kenya in the future. Besides, the scope of literature in authoritative academic databases returns little in terms of studies focusing on women's intention to lead family businesses in Kenya, and to advance literature on women in family businesses in line with Duran-Encalada et al. (2021), this study will

seek to test the influence of subjective norm on the intention of women kin to lead family businesses in Kenya.

2.3.4 Perceived Behavioural Control on Women's Intention to Lead Family-Owned Businesses

The significance of women believing their actions will facilitate their attainment of leadership roles in family business goes beyond their desires (attitude) and the referent groups' support (subjective norm). Most early studies as well as current work on women's leadership in family businesses suggest that the leadership style adopted by female leaders has emerged as a major source of their success in their role (Fries, Kammerlander, & Leitterstorf, 2021; Kubíček & Machek, 2019). Findings by Duran-Encalada et al. (2021) positively linked the leadership styles, specifically transactional and transformational, to the transmission of family values in the family business and future generations. As such, the study established that the more women perceived to have control over the leadership style they will employ, the more their intention to take up management roles. The leadership style is an element that the individual aspiring to be a leader has control over, and this inspires the development of favourable leadership intentions in women (Duran-Encalada et al., 2021). In other words, the favourable attitude that comes from counting on their leadership skills and ability to employ the right leadership style builds women's belief in their capabilities to become successful leaders in family businesses

Mussolino and Calabrò (2014) found that a successor's perceived behavioural control correlates with a positive impression of the succession process's success. A benevolent paternalistic leadership style in the predecessor will result in favourable perceived behaviour control in the successor, positively influencing perceptions of the effectiveness of the succession process in the family-owned firm. Similarly, a predecessor who employs a moral paternalistic leadership model has a good impact on the successor's perceived behavioural control, which in turn influences the latter's judgments of the succession's success. An authoritarian paternalistic leader will have a detrimental impact on the successor's perceived behaviour control, lowering the perception of the succession process's overall performance. Finally, the study concluded that the predecessor's paternalistic leadership style will have a reduced effect on the successor's perceived behavioural control over time because of dispersed ownership across generations and among kin (Mussolino and Calabrò, 2014).

Jorgensen et al. (2018) tested the level of perceived behavioural control that affected behavioural intentions to become senior leaders or take executive managerial positions in organisations. The authors operationalised perceived behavioural control using internal capabilities and abilities to control (experience, peer support, and skills) and barriers that are external to the individual (recruitment process fairness, location of the job, and council reputation). While both were positive predictors, the internal capabilities and abilities to control lack strong influence on behavioural intentions to become leaders while barriers external to the individual have the strongest influence on the intention to apply for executive leadership positions. However, the study's findings were limited to Australia.

Other studies have reached the same conclusion as Jorgensen et al. (2018). Buli and Yesuf's (2015) study in Ethiopia discovered that perceived behavioural control was a positive and significant predictor of behavioural intention to become an entrepreneur among TVET students. The correlation coefficient between perceived behavioural control and EI was 0.52, indicating that the relationship was positive and significant. Similarly, Mahmood et al. (2019) discovered that perceived behavioural control among Asnaf millennials in Malaysia was indirectly positively connected to EI. Perceived behavioural control was operationalised using social opportunity recognition and resources and the relationship was positive and statistically significant. Also, Wu et al. (2020) established that the incumbent leader's perceived behavioural control was a positive and significant predictor of the intention to hand over to kin internally. However, all these studies were limited to specific countries or cities, creating an opportunity to test the phenomena in other regions globally for transferability and generalisability.

Further, Camfield and Franco (2019) debate that the family-firm conflict that a woman cannot deal with in a family business suggests a reduced chance of reaching senior positions in the organisation. These results were achieved in a qualitative study in Portugal consisting of 4 case studies where 11 structured interviews were conducted. Camfield and Franco (2019) show that family-firm conflict is the failure to separate personal life and the daily work relationship. Put differently, a lack of capacity to control barriers to taking up the intended leadership role. The lack of a supportive perceived behavioural control because of the inadequacy in controlling the barriers presented in the family-firm conflict leads to an unfavourable attitude resulting in negative belief in individual capabilities to becoming a leader in the family business (Duran-Encalada et al., 2021).

On the other hand, Romaní et al. (2022) concluded that, though positive, the perceived behavioural control of Latin American university students was not a significant predictor of intention to take over family businesses as successors. In contrast, the study by Veraldo and Ruyhley (2017) concluded that the lack of perceived behavioural control was negatively associated with women's intention to seek athletic directorship positions in the U.S. These contradicting findings create a need for further inquiry to establish if the perceived behavioural norm is a predictor of behavioural intentions. Besides, the use of qualitative methods and localisation of studies to specific countries expose the need for studies of this nature in other regions for compassion. Considering the limited empirical evidence interrogating perceived behavioural norms and intentions to lead in Kenya, and in light of advancing literature on women in family businesses in line with Duran-Encalada et al. (2021), there is an opportunity to study the relationship between perceived behavioural control and the intention to lead family businesses by women in Kenya, one that this study will pursue.

A synthesis of the literature indicates that when studying the possibility of women assuming top management positions in family businesses, emphasis has been paid to intrinsic and extrinsic barriers and the opportunities that exist for them to explore. Moreover, with increased gender neutrality, the role of women in family organisations has been tied to higher accomplishments in the organisational hierarchies. Literature has argued that the more women perceive to have control over the leadership style they will employ (perceived behavioural control), the more their intention to take up management roles. Literature has also shown that women kin in family-owned businesses experience family-firm conflict, but they are unable to resolve it, which raises questions about their ability to advance to top positions. The lack of supportive perceived behavioural control from women's inadequacy to control the barriers presented in the family-firm conflict leads to negative behavioural intentions. As such, the literature has shown that the business case for gender diversity in business has continued to gain popularity but remains equivocal. This has increased calls to scholars to offer more nuanced and renewed evidence on women in executive leadership in family businesses. The current inquiry will investigate the leadership intentions of women in family-controlled businesses in Kenya by establishing whether perceived behavioural control of women has a significant influence on their intentions to lead family businesses in Kenya.

2.4 Research Gaps

This research examines how women plan to take on leadership roles in family enterprises. The theory of planned behaviour has provided the framework for the current investigation. Specifically, the three determinants of the theory of planned behaviour were utilized to examine women's leadership intentions in family companies. The three components are perceived behavioural control, subjective norm, and the individual's attitude. Table 2.1 summarizes the research gaps.

Existing research on women's intentions to run family enterprises yields mixed results regarding the importance of attitude, subjective standards, and perceived behavioural control. In developing nations such as Kenya, the impact of positive and negative value attitudes, subjective standards, and perceived behavioural control on women's leadership intent in family businesses is still being studied. This study gap underscores the importance of future inquiry into the interaction between attitude, subjective norms, perceived behavioural control, and intention to lead family enterprises in Kenya. Furthermore, the majority of the examined research utilized a qualitative methodology to assess the association between attitude, subjective norm, perceived behavioural control, and intent, whereas this study employed a quantitative approach to ensure that the results were generalizable and transferable.

Table 2. 1 Research gap analysis

Authors	Purpose	Methodology	Findings	Research Gaps
Akhmedova et al. (2020)	Investigate the daughter's motivation and perception of barriers towards leadership in family-owned entities.	Qualitative	Ethical, extrinsic, and intrinsic motivation were intertwined with family-specific barriers to women's attainment of leadership in family-owned enterprises	Generalisation and transferability because of the qualitative nature of the study.
Buli and Yesuf (2015).	Examined how TPB explain EI among TVET students in Ethiopia	Quantitative	Attitude towards behaviour and behavioural control were the most predictive variables of EI.	The generalisability may be limited to Ethiopia's cultural and social context, affecting the transferability of findings.
Camfiel and Franco (2019).	To construct the dimensions of personal values, succession, and professionalism in family businesses.	Qualitative	A theoretical model was created to show the relationship between professionalism, personal values, and succession in family firm management	Generalisation and transferability problem
Canovi et al. (2022).	Facilitating conditions that influence entrepreneurial	Qualitative	Intergenerational cohesion between families fosters four strategic actions that	A quantitative study could highlight whether the findings are consistent with those achieved using the qualitative case study.

	intentions among next-generation family members in family businesses		allow for EI in the next generation.	
Duran-Encalada et al. (2021).	Leadership by women in family businesses using the TPB	Qualitative	Education and experience, family support, and participation were positive predictors of women's intention to lead in family businesses.	The small sample meant the study results might not be generalizable.
Ferrari (2021).	Systematically investigate if and how successors and incumbents share social norms, attitudes, and perceptions of the feasibility of their succession.	Qualitative	Incumbents and successors postpone succession planning indefinitely due to the shared perception that the daughters lack the personal characteristics and technical skills to guide the firm.	Italian context could undermine the transferability of the findings to other regions. Studies are required to quantitatively compare the results within different cultural contexts.
Mussolino et al. (2019)	Female successors self-positioning toward leadership in male-dominated family enterprises	Qualitative	Gender norms influence women's ability or inability to perceive themselves as appropriate successors.	Challenges in generalisation because of the small sample used and the qualitative nature of the study.
Veraldo and Rauhley (2017).	The role of women's aspirations using TPB in pursuing the athletic director position	Qualitative	Negative attitudes lack of perceived behavioural control, and subjective norms negatively influenced women's intent	A lack of generalisation because of its focus on the U.S. and its qualitative nature.
Vrachev et al. (2019).	To explore the entrepreneurial intent of UAE's female students using TPB	Quantitative	Attitude hurts intention, the subjective norm has a positive effect, and perceived behavioural control has a positive significant effect on intent.	A small sample was used, affecting generalisability. Study limited to UAE, affecting transferability.

Researcher (2023).

2.5 Conceptual Framework

The conceptual framework guiding this study is adopted from the theory of planned behaviour. As such, the independent variables are the three determinants of behavioural intentions as provided in the TPB model. The first independent variable is attitude, and it was operationalised using benefits, recognition, stress, and achievement. The second independent variable is the subjective norm which was operationalised using family, friends, peers, career-driven people, and work-life. Finally, perceived behavioural control, the third independent variable, was operationalised using right, experience, confidence, opportunity recognition, and control barriers, as emerging in the

reviewed literature. Women’s intention to lead family businesses is the dependent variable. This variable was operationalised by the intent of the woman in the family business to become a leader, the plan to lead, and the willingness to lead, as demonstrated in Figure 2.1 and Table 2.1. Intend

The conceptual framework is mainly based on the theoretical foundations of TPB. As already shown, TPB highlights cognitive processes impacting intentions. Attitude, as defined in TPB, represents people’s assessments of the expected outcomes of engaging in certain activities. This is consistent with how attitude is operationalised in the conceptual framework. Similarly, the framework incorporates subjective norms, which represent social pressures and expectations from referent groups. This is via elements such as family, friends, and peer impacts. TPB and SCT help to understand how people’s prior experiences, observational learning, and self-efficacy beliefs inform their perceived behavioural control and influence their intentions. By incorporating SCT, the study accounts for both cognitive and social influences when pursuing leadership within the family business.

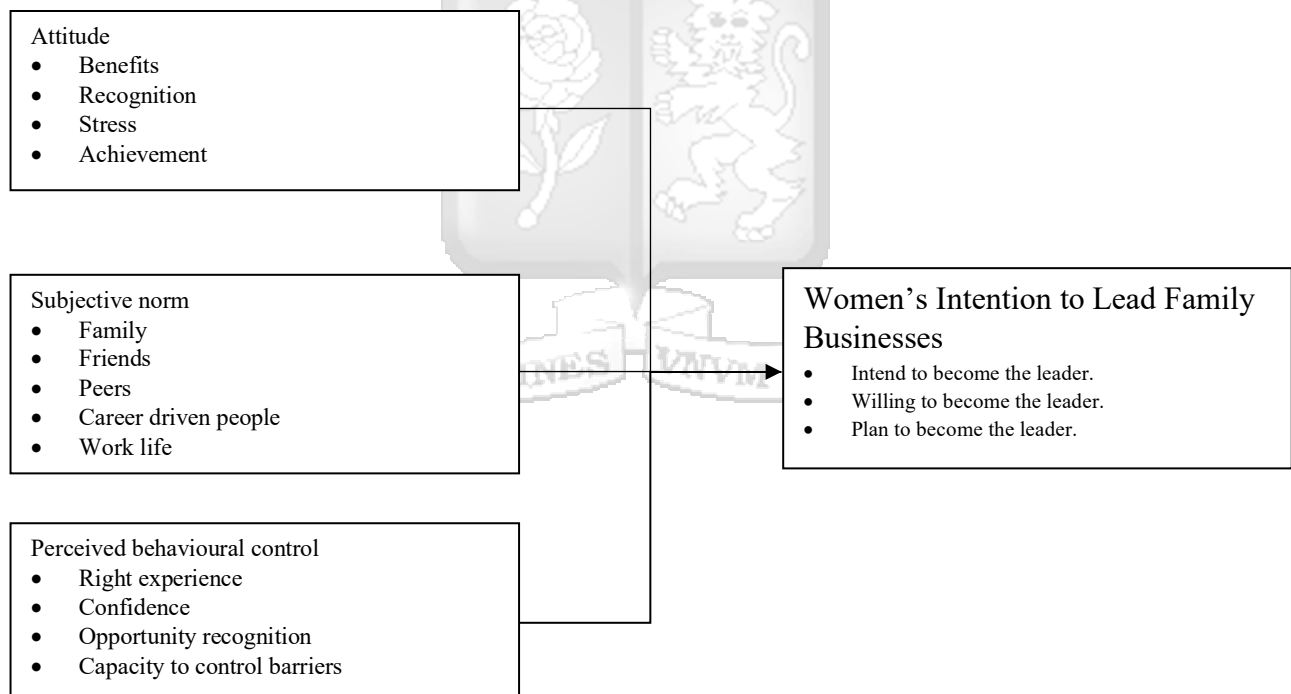


Figure 2. 1 Conceptual framework (Author, 2024)

Table 2. 2 Operationalisation of the research variables

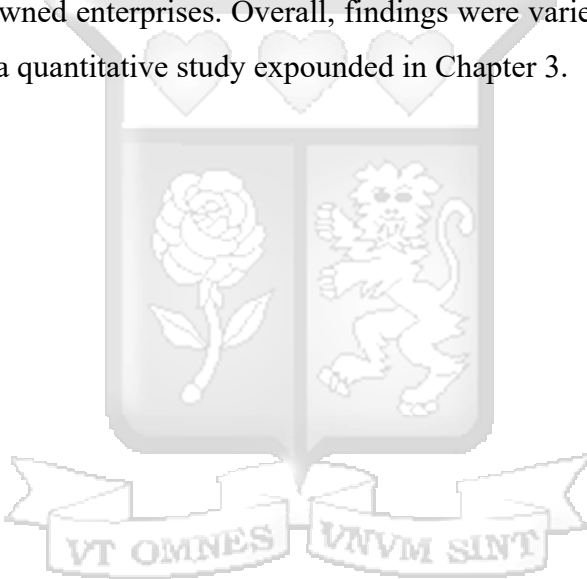
Variable	Type	Indicator	Explanation	Measurement	Data Collection Method	Reference
Attitude	Independent	Benefits	The woman's belief that leadership will improve her salary and employment benefits	Likert Scale Ordinal	Questionnaire	Buli & Yesuf (2015), Duran - Encalada et al. (2021), Jorgensene et al. (2018), Mahmood et al. (2019), Romani et al. (2022), Sastre et al. (2022).
		Recognition	The woman's belief that leadership will give her recognition from other family members and employees			
		Stress	The woman's evaluation that she will experience stress from getting the leadership position.			
		Great achievement	The woman's evaluation that being a leader would entail great achievement			
Subjective norm	Independent	Family	Woman wanting to do what her family think she should do	Likert Scale Ordinal	Questionnaire	Buli & Yesuf (2015), Duran-Encalada et al. (2021), Jorgensene et al. (2018), Mahmood et al. (2019), Romani et al. (2022), Sastre et al. (2022), Vacheva et al. (2019).
		Friends	Woman wanting to do what her friends think she should do			
		Peer	Woman's peers think that she should seek leadership in the family business			
		Career driven people	Seeking leadership in family businesses is what career-driven people would do			
		Work-life	Seeking leadership in family businesses is what people who value work-life balance would do			
Perceived behavioural control	Independent	Right experience	Belief in possessing the right experience	Likert Scale Ordinal	Questionnaire	Buli & Yesuf (2015), Duran-Encalada et al. (2021), Jorgensene et al. (2018), Mahmood et al. (2019), Romani et al. (2022).
		Confident	Feeling confidence in own skills and ability			
		Opportunity recognition	It is up to the woman to recognise the opportunity to become a leader in the family business			
		Control barriers	The woman believes that she can control barriers			
Intention to lead	Dependent	Intend	Intent to become a leader in the family business at the next opportunity	Likert Scale Ordinal	Questionnaire	Buli & Yesuf (2015), Duran-

		Willing	The woman is willing to become a leader in the family business at the next opportunity			Encalada et al. (2021), Jorgensene et al. (2018), Mahmood et al. (2019), Romani et al. (2022).
		Plan	Woman plans to become a leader in the family business			

(Author, 2024).

2.6 Chapter Summary

The TPB and social cognitive theory anchor the current study. The empirical review compiled research on the impact of attitude, subjective norm, and perceived behavioural control on women's intentions to run family-owned enterprises. Overall, findings were varied and context-dependent, laying the foundation for a quantitative study expounded in Chapter 3.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that the study used to collect data and analyse it to meet the study objectives. The chapter begins by describing the research philosophy, followed by explaining the research design, and the population and sampling approach. Further, the chapter outlines the data collection method, data analysis, research quality, and research ethics. The last section outlines the limitations of the study.

3.2 Research Philosophy

According to Brown and Dueñas (2020), a research philosophy or research paradigm is a set of common beliefs shared between scholars or researchers that guide a researcher about how research problems should be recognised and addressed. This study is anchored on the positivism philosophy. Hammersley (2019) posits that the positivism research philosophy was created as a single scientific paradigm that would restore order to the intellectual chaos around the study of man and mankind. The ontological assumption of positivism philosophy is that there is a single and objective reality that researchers can observe through science (Brown and Dueñas, 2020). Positivism is thus a natural scientific explanation of a phenomenon based on statistical comparison, experiment, or observation and is a purely rational approach to viewing the world.

This research adopted the positivism paradigm because it provides a clear theoretical focus from the beginning (Tamminen & Poucher, 2020). The researcher examined the theory of planned behaviour on women's intention to lead family businesses to assess the theory's proposition. The research also adopted the positivism philosophy because it allowed the generalisation of the results to the family business population (Brown and Dueñas, 2020). Moreover, the quantitative approach employed by the positivism philosophy increased the reliability of the study because measurement was consistent. Finally, the scientific nature of the philosophy produced easily comparable data that increased the researcher's objectivity and eliminated personal bias when collecting data from the sample, when analysing it, and when presenting it and making inferences about the population (Tamminen & Poucher, 2020).

3.3 Research Design

This study followed the positivist philosophy by employing a descriptive cross-sectional research design. According to Saunders and Lewis (2018), the purpose of a descriptive cross-sectional study design is to characterize and comprehend a certain occurrence or variable at a given point in time. In a descriptive study, researchers collect data on diverse respondents' features, behaviors, beliefs, or attitudes (Aggarwal & Ranganathan, 2019). The data gathered consists of demographic information and survey responses. Descriptive research seeks to describe the current state or prevalence of variables of interest while also identifying potential correlations or patterns among them (Aggarwal & Ranganathan, 2019).

This study adopted a descriptive cross-sectional research design for a variety of reasons. To begin, the descriptive design identified a representative sample of the target population. This allowed the findings to be generalised (Siedlecki, 2020). Second, the descriptive cross-sectional research design enabled the study to gather data at a single point in time (Sileyew, 2019). This gave a picture of women's leadership intent in Kenyan family enterprises.

In this investigation, quantitative methodologies were applied. According to Creswell and Creswell (2018), quantitative research examines the relationships that exist between variables using numerical measurement. The precision of results in quantitative research is achieved using statistical techniques for data analysis. Since this quantitative research used standardised and structured instruments to collect data, and considering the researcher exercised autonomy from respondents, this reduced bias in conformity with the positivism paradigm (Bloomfield & Fisher, 2019).

3.4 Population and Sampling

This study's target population were family businesses in Nairobi, Kenya. The unit of analysis for this study were the women in family businesses in Nairobi, Kenya. Information gathered from the Association of Family Business Enterprises (AFBE) in Kenya to find out the population of family businesses in Nairobi established that the Kenya government has no official classification of family businesses. However, as of March 2023, AFBE official database shows that there are 548 registered family-owned enterprises in Nairobi. One woman per organisation was considered in

this study, and the target population was 548 women. For the family-owned businesses without any women kin in the second and third generation, this study revised the target population and adjust the sample size accordingly during the data collection. This was done by determining the actual number of women available in the eligible businesses and basing the sample size on this information. This study chose to use the AFBE database since AFBE is a legally incorporated association in Kenya under the Registrar of Societies and has been used and acknowledged by other researchers in family business studies (Hassan & Bichanga, 2022; Munyoki, 2021).

3.4.1 Sampling

Supported by the AFBE database, the researcher was able to prepare a sampling frame by applying a sampling error of 0.05 and a confidence level of 95. The equation $n = \frac{N}{1+N(e)^2}$ (Kiwia, Bengesi, & Ndyetabula, 2020) was used to determine the sample size. N is the population size, n is the sample, e is the sampling error. The result from the calculation for $n = \frac{548}{1+548(0.05)^2}$ was a sample size of 231.

3.4.2 Sampling Techniques

The respondents for this study were chosen via purposive sampling. Purposive sampling, according to Campbell et al. (2020), is a non-probability sampling strategy used by researchers to pick respondents who are more likely to provide relevant and usable data. Purposive sampling was chosen for this study because, given the research's aim and objectives, only women in the second and third generations of family businesses held important and differing views on the issue under study (intention to become family business leaders), necessitating their inclusion in the sample (Campbell et al., 2020). Purposive sampling allowed the researcher to select only respondents with subject matter expertise on leadership intent in family businesses and provided rich insightful data from first-hand knowledge or involvement in the family enterprises. More importantly, as per Andrade (2021), purposive sampling allowed the researcher to select respondents who met the set criteria or characteristics that aligned with this study's objectives, in this case, women in family-owned businesses in Nairobi. Andrade (2021) shows that it is the appropriate method of sampling that can be used by researchers where there are limited sources of primary data to contribute to a study. In this study's case, the source of primary data was limited to women kin in family businesses, specifically in the second and third-generation daughters. In this regard, the

respondents selected for this study were second and third-generation daughters in family-owned businesses in Nairobi. The research limited the responses from each family business to 1 respondent.

3.5 Data Collection

To fulfil the study's objectives, data was gathered through an online survey. According to Story and Tait (2019), survey research provides a quantitative account of a selected population's opinions, attitudes, trends, and connections between variables by analysing a sample of that group. The survey assisted the study in answering descriptive questions as well as questions about the correlations between the independent factors (subjective norm, attitude, and perceived behavioural control) and dependent variables (intention to lead).

The study's choice of quantitative surveys was informed by several reasons. As already highlighted, the quantitative approach minimised the research bias due to the greater researcher objectivity and the statistical data analysis approach (Bloomfield & Fisher, 2019). Further, since inferences are based on facts, the survey provided the researcher with the opportunity to see the reality in terms of the theory of planned behaviour and women's intention to lead. Moreover, a survey offered the researcher versatility because of its practicality in collecting many types of information from respondents, from their demographic data to their experiences, perceptions, opinions, and attitudes. Finally, the quantitative survey helped the researcher to draw inferences about the study population based on the data from the selected sample (Story and Tait, 2019).

This study's data was collected using structured questionnaires. The first component of the questionnaire included demographic questions. In contrast, the second half of the questionnaire asked questions about the three independent variables (attitude, subjective norm, and perceived behavioral control) as well as the dependent variable (leadership intent). All of these questions were resolved. The questionnaire utilized in the study was based on a previously established measurement scale that has been used in other studies. While the questionnaire's general structure and format were based on existing scales, particular items were created and tailored to the current study's context and aims. This assured the questionnaire's consistency and reliability. This occurs while discussing the precise study objectives.

This study selected questionnaires because they are ideal for a study that requires statistical analysis (Nayak & Narayan, 2019) such as this one. Further, questionnaires covered a large group of respondents, that is, a sample size of 231 for this study. Questionnaires were also precise in the measurement of the relationship between subjective norms, attitude, and perceived behavioural control and the women's intention to lead family businesses. Finally, questionnaires were ideal since the researcher knew what was to be measure (inductive research approach) (Morgan & Ahmad, 2022), thus qualifying it for the current study. However, the researcher was cognisant of the problem of nonresponse or low response rate that is related to collecting data using questionnaires. To overcome this challenge, the researcher sent a preliminary announcement of the survey to the target population. Further, the researcher sent an email reminder to the list of respondents shared by the contact at AFBE.

To collect the data, the study used a self-administered questionnaire. The questionnaire was created on Google Forms using a Likert five-point scale and closed standard questions. One point on the scale represented "strongly agree" (5) while the other point (1) represented "strongly disagree". This link was shared with the respondent through emails. The email address used to reach each respondent was obtained from the contact person within each family business. This was facilitated by the AFBE. Initially, contact was established with AFBE to gain access to the relevant family business organisations in Nairobi County. The researcher got the list of family businesses in Nairobi from the contact person at AFBK. This was followed by reaching out to the contact person in these organisations from the list to seek authority to distribute the questionnaire to the sample.

Subsequently, the contact person within each organisation provided the email addresses of the second and third-generation family member eligible to take part in the study. The researcher emailed the questionnaire link to the entire list provided by the AFBE. The researcher gave clear instructions to the contact person in the selected organisations on who the target respondents for this study were, that is, female family members (2nd and 3rd generation daughters) working in the organisations, and how many respondents were allowed to participate in the study from each organisation. The 2nd and 3rd generation women kin in family businesses were selected because they are in pole positions to take leadership in their firms (Dettori & Floris, 2022; Li et al., 2020). More important, Dettori and Floris (2022) indicate that women in 1st generation are six times more likely to participate in leadership than women in 2nd and 3rd generation of a family business.

Therefore, this group made an ideal target to help answer the research questions and meet the objectives. To ensure that only the target respondents participated in the study, the questionnaire had an option requesting only the 2nd-3rd generation women kin to participate in the study.

Before administering the questionnaire, the researcher ensured that all ethical concerns were addressed. The respondents were informed of the study's purpose, procedures, confidentiality measures, and participation rights. Each participant provided informed consent before completing the questionnaire. The questionnaire remained online, allowing participants to access and complete it whenever they wanted. Once the target responses were attained, the researcher closed the questionnaire URL.

3.6 Data Analysis

Upon collecting the data, the research processed and analysed it using the IBM SPSS version 29 statistical analysis software. Both inferential and descriptive statistics were used as guided by the research questions and objectives. Descriptive data analysis included the calculations of mean, median, standard deviation, minimum, maximum, skewness, and kurtosis. On the other hand, the inferential analysis was achieved through regression and correlation analysis. The researcher has presented the results from this analysis in tables and graphs in chapter 4, where appropriate, making the discussion of the important findings and interpretation easier. The model below was used for the inferential analysis:

$$ITL = \beta_0 + \beta_1 ATT + \beta_2 SN + \beta_3 PBC + \varepsilon,$$

Where:

The dependent variable is *ITL* = intention to lead family business and the independent variables are *ATT* = attitude, *SN* = subjective norm, and *PBC* = perceived behavioural control. β_0 is the model intercept while ε is the model error term.

Several diagnostic tests were carried out. First, the normality test was performed using the Kolmogorov-Smirnov test because the sample was more than 100. This was to find out whether the data was normality distributed (a significance level of 0.05) and inform either the adoption of

the ordinal regression or the linear regression. More importantly, a goodness of fit test and a model fitting test were conducted to qualify the regression model recommended from the normality test.

3.7 Research Quality

3.7.1 Reliability

According to Sürücü and Maslakçi (2020), a research instrument reliability involves testing whether a measurement achieves consistent results in repeated tests, that is, measuring what it is designed to measure. Considering that this research used an existing measurement scale that has previously been developed and used for testing for reliability, this study conducted an internal consistency test using the alpha reliability coefficient (Sürücü and Maslakçi, 2020). The most utilised alpha reliability coefficient to test the reliability of research instruments is Cronbach's Alpha (Barbera et al., 2020). As such, researchers use Cronbach's alpha coefficient to test the internal consistency of survey items (Barbera et al., 2020). To test for the reliability of the questionnaire, this research conducted a pilot test that collected 10 responses. The researcher used statistical software to calculate Cronbach's Alpha and accepted the instrument as reliable since the Alpha Coefficient for each variable scale fell above 0.7, an indication of internal consistency (Barbera et al., 2020; Sürücü and Maslakçi, 2020).

Table 3 1 Reliability Statistics

	Cronbach's Alpha	N of Items
Attitude	0.790	4
Subjective norm	0.947	5
Perceived behavioural control	0.762	5
Intentions to lead	0.926	4

3.7.2 Validity

Another approach to evaluating the quality of the questionnaire that this study employed was through validity measurement. Sürücü and Maslakçi (2020) postulate that validity is evaluating whether an instrument measures the quality or behaviour the researcher intended it to. As already highlighted in the previous section, this study used an existing measurement scale to develop the questionnaire for data collection. The content validity measurement was ideal for such a case.

According to Almanasreh, Moles, and Chen (2019), content validity is a qualitative evaluation of whether the measures in an instrument represent the intended phenomena they are to measure. Specifically, the researcher ensured questionnaire validity by seeking expert opinions. The researcher consulted the expert opinion of the supervisor and other subject matter experts in Strathmore Business School to evaluate the appropriateness and content of the scale and proceeded with the data collection upon ascertaining the instrument's validity.

3.8 Research Ethics

As with most quantitative primary studies, this research considered several key ethical issues that influenced the design, collection, and analysis of the data. These salient considerations included informed consent, the right to stop taking part in the study, and the respondent's anonymity. To this end, the researcher informed all respondents before administering the questionnaire that participation was voluntary and sought their consent to take part in the research. Besides assuring respondents of their right to stop participation without seeking the researcher's permission, no respondent was asked to give personal information that could identify them. The researcher treated all responses with confidentiality. To ensure all the above, the researcher sought ethical approval and a permit from the National Commission for Science, Technology & Innovation (NACOSTI) once Strathmore University provided ethical approval.

3.9 Chapter Summary

In summary, the study was guided by the positivism research philosophy and a deductive research approach. A descriptive cross-sectional design was adopted. The research method that this study selected is the quantitative method, and data was collected using a survey strategy by employing online questionnaires. Data was analysed quantitatively using both inferential and descriptive statistics. The study considered ethical concerns that would emerge in data collection and adhered to the guidelines set out by Strathmore University.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This study aimed to quantitatively investigate the factors that influence women's intention to lead family businesses in Nairobi, Kenya. The study was based on the theory of planned behaviour and tested the influence of the theory's contextual factors on women's intention to lead family businesses. This chapter presents the detailed findings as a result of examining the collected and analysed data guided by the research aim and the research objectives. As such, the chapter starts by presenting the demographic statistics of the sample to shed light on its characteristics. This is followed by the presentation of the descriptive statistics guided by the study variables. Further, the inferential analysis results are presented and this includes the correlation and regression analysis addressing each research objective. Finally, a summary of the findings is provided to conclude the chapter.

4.2 Demographic Analysis

The initial sample for this study, as indicated in the methodology section, was 231 respondents. The study could only collect data from a sample of 169 respondents. This was a response rate of 73.16%. The first demographic examined pertained to the ownership structure of the organisations in which the survey respondents were employed. All respondents agreed that their family owned a family business, though not necessarily their current employer. As such, 5.3% indicated that the organisations they currently worked in were not family-owned. On the other hand, Table 4.1 indicates that the significant majority of the respondents (92.3%) confirmed that they worked in their family businesses. The high prevalence of family-owned businesses where respondents worked suggest there is an ideal environment for encouraging gender diversity and women's leadership inside these organisations.

Table 4. 1 Structure of organisations respondents work for

Family business?	Frequency	Percent
Other	4	2.4
No	9	5.3

Yes	156	92.3
Total	169	100.0

(Author, 2024).

Table 4.2 presents the summary statistics on the years the respondents have worked with the current organisation. A vast majority of the valid responses (74.6%) reported that they have worked in the current organisations for between one to five years. Moreover, 5.3% of respondents indicated that they have worked for their current organisations for more than 10 years, while 18.9% of the respondents noted that they have worked for their current organisation between 6 and 10 years. In other words, the majority of the respondents have worked for shorter periods with their current organisation, between one and five years. The shorter tenure suggests that there is a potential for these women to take up leadership in the near future. There is room for career advancement and leadership development efforts geared at fostering and promoting outstanding women into leadership positions.

Table 4. 2 Years of experience with the current organisation

		Frequency	Percent
Valid	Other	2	1.2
	1-5 years	126	74.6
	6-10 years	32	18.9
	Above 10 years	9	5.3
	Total	169	100.0

(Author, 2024).

The summary statistics in Table 4.3 reveal the educational backgrounds of this study's respondents. Among the 169 respondents, 79.3% noted they had attended a college or university, while 14.8% had finished graduate school. Only 5.3% of the respondents indicated that their highest level of education was secondary school. Further, only 0.6% of the respondents indicated primary school as the highest level of education attained. This high proportion of tertiary educated women points to an abundance of competent and skilled human capital within the family business. Higher education equips women seeking leadership positions in family businesses with the information, skills, and critical thinking abilities needed to succeed in these positions.

Table 4. 3 Education level

		Frequency	Percent
Valid	College/university	134	79.3
	Graduate school	25	14.8
	Primary school	1	.6
	Secondary school	9	5.3
Total		169	100.0

(Author, 2023).

The statistics summarised in Table 4.4 pertain to the marital status of the study respondents. The majority of the study respondents (70.4%) reported being single. On the other hand, 21.3% of the respondents stated that they were married, while 3% indicated that they were divorced. Only 3.6% of the respondents mentioned being widowed. These figures show that the respondents to the survey have a wide range of marital status, with the majority of them being single. This demographic trend shows that a large proportion of women in family businesses in Nairobi may have fewer family responsibilities or obligations. This can allow them to prioritise their professions and pursue leadership possibilities inside their family business.

Table 4. 4 Marital status

	Frequency	Percent
Choose not to indicate	3	1.8
Divorced	5	3.0
Married	36	21.3
Single	119	70.4
Widowed	6	3.6
Total	169	100.0

(Author, 2024).

4.3 Descriptive Analysis

4.3.1 Descriptive Statistics on Attitude

This study's first objective examined the effect of attitude on women's intention to lead family

businesses in Kenya. The study asked the respondents to indicate on a Likert 5-point scale their levels of disagreement (1) or agreement (5) with statements on attitude in relation to leadership in family business. Table 4.5 presents descriptive statistics for the responses on attitude.

Table 4. 5 Descriptive statistics for attitude

	Mean	Std. Dev
Pursuing a leadership position in the family business at the next opportunity will improve my salary and employment benefits	4.20	1.067
Pursuing a leadership position in the family business at the next opportunity will give me recognition from other family members and employees	4.31	.928
I will experience leadership-related stress from getting a leadership position in the family business.	3.70	1.404
I consider becoming a leader in the family business at the next opportunity would entail great achievement.	4.37	.864
Total	4.1460	.82875

(Author, 2024).

From the results in Table 4.5, most of the respondents believed that their income and employment benefits would improve as a result of pursuing a leadership position in their family-owned businesses (Mean = 4.20, Std. Dev = 1.07). The standard deviation indicates that values were clustered close to the mean indicating some variability in agreement levels. The belief that they would benefit from taking leadership positions influenced their attitude towards leadership in family businesses. With a mean of 4.31 (SD = 0.93), the majority of the respondents believed that pursuing a leadership position in the family business would give them recognition. This is from other employees and family members. The standard deviation indicates there are some variabilities in consensus about the role of recognition in pursuing leadership in the family business. Additionally, there was an above-average agreement from the respondents that they believed that taking up a leadership role in the family business would lead to leadership-related stress (Mean = 3.70, Std. Dev = 1.40). The high standard deviation indicates greater variety in responses. This implies that, while some respondents strongly agree with this statement, others strongly disagree. With a mean of 4.37 (SD = 0.86), the majority of the respondents believed that pursuing a

leadership position within the family business would accompany great achievement. The standard deviation indicates a moderately high level of consensus among respondents. Overall, the descriptive statistics for attitude show that attitude had a mean of 4.15 (SD = 0.83). This suggests that there is a high level of agreement between respondents on a positive attitude towards leadership in family businesses.

4.3.2 Descriptive Statistics on Subjective Norms

The second objective was to examine the effect of subjective norms on women’s intention to lead family businesses in Kenya. Statements used to measure this variable are presented in Table 4.6. The Table also presents the mean and standard deviation for each statement. With a mean of 4.05 (SD = 1.14), on average, most respondents agreed that they would take up leadership in their family businesses as a result of family influence. However, the standard deviation indicates notable variation in the responses, suggesting some were dispersed away from the mean. Respondents also agreed that they would take up leadership in the family businesses if influenced by their friends to do so (Mean = 3.95, Std. Dev = 1.31).

Table 4. 6 Descriptive statistics for subjective norms

	Mean	Std. Dev
I want to take leadership in the family business at the next opportunity because my family think I should do so.	4.05	1.143
I want to take leadership in the family business at the next opportunity because my friends think I should do so.	3.95	1.316
My peers think I should take a leadership role in the family business at the next opportunity.	4.00	1.258
Taking up leadership in the family business at the next opportunity is what career-driven people would do	4.23	1.003
Taking up leadership in the family business at the next opportunity is something that people who value their work-life balance would do	4.20	1.010
Total	4.0766	.98563

(Author, 2024).

Similarly, the influence of peers on the respondents’ decision to take leadership positions in the family business in the next opportunity is reflected by a mean of mean of 4.00 (SD = 1.26). The relevance of peers to respondents’ decision-making is shown, though there is high variability in

respondents' perceptions spread away from the mean, as shown by the standard deviation. With a mean of 4.23 (SD = 1.003), on average, the respondents would consider the perception of those around them regarding the choices career-driven individuals would make in taking up leadership in family businesses. Further, respondents agreed that an individual should pursue leadership in the family business if the social expectation is that it will give the individual work-life balance (Mean = 4.20, Std. Dev = 1.010). With an overall mean of 4.08 (SD = 0.99) these findings suggest that, on average, respondents agreed that subjective norm would influence their decision to take up leadership roles in family businesses in Nairobi.

4.3.3 Descriptive Statistics on Perceived Behavioural Control

The study also sought to establish the effect of perceived behavioural control on women's intention to lead family businesses in Kenya. The survey asked the respondents to indicate their levels of disagreement or agreement with statements on perceived behavioural control. The findings are presented in table 4.7. Most of the respondents believed they possessed the right experience to take up leadership roles in family businesses at the next opportunity (Mean = 4.27, Std. Dev = 0.94). Similarly, with a mean of 4.28 (SD = 0.894), most of the respondents agreed that their level of confidence in their skills and ability would motivate them to take up leadership roles at the next opportunity. The standard deviation indicates that responses were clustered around the mean. Similarly, the perception that the respondent could recognise the opportunity to become a leader in the family business was high (Mean = 4.35, Std. Dev = 0.88). The standard deviation indicates that responses were clustered around the mean, indicating a high level of consensus among respondents. The respondents also agreed that they believed they could control the barrier of invincibility (Mean = 4.17, Std. Dev = 1.05) and the gender barrier (Mean = 4.08, Std. Dev = 1.24). these findings suggest that, while the variability in responses was high as given by both standard deviations, the respondents believed that they could control barriers to becoming leaders in family businesses. With an overall mean of 4.23 (SD = 0.79) these findings suggest that, on average, respondents agreed that their perceived behavioural control would influence their decision to take up leadership roles in family businesses in Nairobi.

Table 4. 7 Descriptive statistics for perceived behavioural control

	Mean	Std. Dev
I believe that I possess the right experience to become a leader in the family business at the next opportunity.	4.27	.942
At the next opportunity to become a leader in the family business, I will feel confident in my abilities.	4.28	.894
It is up to me to recognise the opportunity to become a leader in the family business.	4.35	.876
I believe I can control the barrier of invincibility (my role in the family business is seldom acknowledged).	4.17	1.045
I believe I can control the barrier to becoming a leader in the family business simply because I am a woman	4.08	1.237
Total	4.2278	.79621

(Author, 2024).

4.3.4 Descriptive Statistics on Intention to Lead

This study's dependent variable was the intention to lead family-owned businesses. The survey asked the respondents to select their levels of disagreement or agreement with statements on intention to lead family-owned businesses. The findings are presented in Table 4.8. Results indicate that the majority of the respondents intended to become leaders in their family businesses when an opportunity emerged (Mean = 4.35, Std. Dev = 0.86). The standard deviation indicates that most respondents agreed with this statement. Similarly, respondents indicated their willingness to take up leadership in the family business when an opportunity emerged (Mean = 4.37, Std. Dev = 0.86). With a mean of 4.27 (SD = 0.998), most of the respondents agreed that they had made plans to take up leadership in the family business at the next opportunity. The standard deviation indicates that the level of consensus was moderately low. More importantly, on average, the majority of the respondents indicated that they had given serious thought to taking up leadership in their family businesses (Mean = 4.31, SD = 0.952). The level of agreement was generally spread around the mean. All statements' overall mean was 4.32 (SD = 0.83). This suggests a strong intention by respondents to take leadership in the family businesses.

Table 4. 8 Descriptive statistics for intentions to lead

	Mean	Std. Dev
I intend to take up a leadership position in the family business at the next opportunity.	4.35	.856
Taking up a leadership position in the family business at the next opportunity is something I am willing to do.	4.37	.861
I have made plans to become a leader in the family business at the next opportunity.	4.27	.998
I have very seriously thought of taking up leadership in the family business at the next opportunity.	4.31	.952
Total	4.3205	.83986

(Author, 2024).

4.4 Inferential Analysis

Before conducting the regression analysis, it was paramount to first carry out a normality test to ascertain which regression model and correlation analysis to use. The results of the normality test are presented in Table 4.9. Considering that this study had more than 100 respondents, the Kolmogorov-Smirnov normality test was used to inform this decision. The test results indicate that all the independent variables and the dependent variables were not normally distributed. As such, each of these variables had a Kolmogorov-Smirnov $P < 0.001$ value. For data to be considered as normally distributed, the p-value should be more than 0.05. Based on the conclusion that the data was not normally distributed, this study adopted the ordinal regression analysis.

Table 4. 9 Normality test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ATT	.215	169	<.001	.875	169	<.001
SN	.240	169	<.001	.848	169	<.001
PBC	.219	169	<.001	.861	169	<.001
ITL	.252	169	<.001	.798	169	<.001

a. Lilliefors Significance Correction

(Author, 2024).

4.4.1 Correlation Analysis Results

Table 4.10 presents the correlation matrix results of the study variables. The researcher adopted Spearman’s rho correlation model for this analysis because it is ideal for nonparametric data that is not normally distributed (Mishra et al., 2019). The analysis reveals strong and statistically significant correlations among the four variables. To begin with, these findings note that attitude has a strong positive and significant correlation to subjective norms ($\rho = 0.786, p < 0.001$). This indicates that respondents with more positive attitudes toward taking leadership in family businesses from the study also tend to have more positive perceptions of subjective norms.

Table 4. 10 Correlation matrix

		Attitude	Subjective norm	Perceived behavioural control	Intention to lead
Attitude	Correlation	1.000			
	Coefficient				
Subjective norm	Correlation	0.786**	1.000		
	Coefficient				
Perceived behavioural control	Correlation	0.695**	0.856**	1.000	
	Coefficient				
Intention to lead	Correlation	0.675**	0.829**	0.835**	1.000
	Coefficient				

****.** Correlation is significant at the 0.01 level (2-tailed).

(Author, 2024).

The results in Table 4.6 indicate that attitude is positively correlated with perceived behavioural control ($\rho = 0.695, p < 0.001$) and intentions to lead ($\rho = 0.675, p < 0.001$). These results highlight respondents with strong favourable attitudes also had a strong perceive higher control and express a higher intention to lead their family businesses. Further, subjective norms exhibit

strong positive correlations with perceived behavioural control ($\rho = 0.856, p < 0.001$) and intentions to lead ($\rho = 0.829, p < 0.001$). These results suggest that respondents who perceive stronger subjective norms tend to also perceive higher behavioural control and express a higher intention to lead. Finally, the correlation matrix indicates that the strong correlation coefficient of 0.835 between perceived behavioural control and intentions to lead is significant at $p < 0.001$. This indicates the correlation between these two variables is strong, positive, and significant and that they move in the same direction. The results suggest that women who feel more in control of their behaviours are also more likely to take up leadership positions in their family businesses.

4.4.2 Regression Between Attitude and Intention to Lead

The first objective of this study was to examine the effect of attitude on the intention of women kin to take up leadership roles in family businesses in Nairobi, Kenya. Table 4.11 presents the results of analysing the effect of attitude on the intention to lead family businesses. The results show that the coefficient for attitude was 1.97 and statistically significant at a level of 0.001. In other words, a unit increase in attitude led to a 1.97 increase in women’s intention to lead family businesses in Kenya. These results suggest that attitude strongly explains women’s intention to lead family businesses in Kenya.

Table 4. 11 Regression between attitude and intention to lead

	Estimate	Std. Error	Sig.
Intercept	1.544	1.181	.191
Attitude	1.970	.224	<.001

(Author, 2024).

$$ITL = 1.544 + 1.97 X_1 + 0.191$$

4.4.3 Regression Between Subjective Norm and Intention to Lead

Further, an analysis was carried out on the effect of subjective norms on intentions to lead family businesses in Nairobi, Kenya, as indicated in Table 4.12. The results indicate that the coefficient for subjective norms was 2.399 and statistically significant at a level of 0.001. In other words, a unit increase in subjective norms led to a 2.399 increase in women’s intention to lead family

business in Nairobi. These results suggest that subjective norms strongly explain women’s intention to lead family businesses in Nairobi, Kenya.

Table 4. 12 Regression between subjective and intention to lead

	Estimate	Std. Error	Sig.
Intercept	2.071	1.109	.062
Subjective Norm	2.399	.229	<.001

(Author, 2024).

$$ITL = 2.071 + 2.399 X_2 + 1.109$$

4.4.4 Regression Between Perceived Behavioural Control and Intention to Lead

In line with the third objective, the researcher carried out an analysis of the effect of perceived behavioural control on intentions to lead family businesses in Nairobi, Kenya, as indicated in Table 4.13. The results indicate that the coefficient for perceived behavioural control was 3.43 and statistically significant at a level of 0.001. A unit increase in perceived behavioural control led to a 3.43 increase in women’s intention to lead family businesses in Kenya. These results suggest that, in isolation, perceived behavioural control strongly explains women’s intention to lead family businesses in Kenya.

Table 4. 13 Regression between perceived behavioural control and intention to lead

	Estimate	Std. Error	Sig.
Perceived behavioural control	5.913	1.269	<.001
PBC	3.426	.312	<.001

(Author, 2024).

These findings are interpreted by the model: $ITL = 5.913 + 3.426 X_3 + 1.269$

4.4.5 Multiple Linear Regression Analysis Results

The analysis also sought to find out if the ordinal regression model was ideal for the data collected. Two tests were conducted to this end as presented in Table 4.14 and Table 4.15. Ideally, for a model to be considered ideal to analyse the data using the ordinal regression, the model fitting information should have a significance level of less than 0.005 and a goodness of fit significance

level of more than 0.05. The ordinal regression model for this study was ideal for analysing the data since it attained both requirements: a significance level of 0.001 for the model fitting information (less than 0.05) and a Pearson Chi-Square with a significance level of 0.145 and a Deviance Chi-Square with a significance level of 1 (both were more than 0.05). Therefore, this analysis proceeded to use the ordinal regression in estimating the coefficients.

Table 4. 14 Model fitting information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	641.523			
Final	441.369	200.154	3	<.001

(Author, 2024).

Table 4. 15 Goodness-of-fit information

	Chi-Square	df	Sig.
Pearson	1600.820	1542	.145
Deviance	436.615	1542	1.000

(Author, 2024).

Research Aim: To Examine Factors That Influence Women’s Intention to Lead Family Businesses in Nairobi, Kenya

This study aimed to investigate the factors that influence women’s intention to lead family businesses in Nairobi, Kenya. Table 4.16 presents the results that attain this aim using Nagelkerke’s R-squared. The pseudo-R-squared is a statistic used in ordinal regression analysis to determine how much of the variance in the dependent variable is explained by the independent variables. Ordinal regression uses a pseudo-R-squared because the dependent variable is ordinal (Schmuck, 2013), in contrast to linear regression, which uses a straightforward R-squared to quantify explained variance. Researchers frequently encounter pseudo-R-squared statistics while performing ordinal regression in SPSS, with popular measurements being Nagelkerke’s R-squared, Cox and Snell’s, and McFadden’s R-squared. These statistics provide adjusted estimates of explained variance, handle the particular difficulties presented by ordinal outcomes, and provide insights into the goodness of fit of the model.

Nagelkerke’s R-squared is preferred over Cox and Snell’s R-squared because of its greater

performance in offering a more accurate estimate of explained variance, especially in situations with small sample sizes (Schmuck, 2013). It has benefits like scaling that is close to the linear regression R-squared, making it easier to compare various regression methods. Its simple interpretation, which ranges from 0 to 1, with 1 denoting a perfect match, makes it simpler for researchers to determine the proportion of variation explained (Schmuck, 2013). The shortcomings of Cox and Snell’s metric, which can be cautious and close to zero even in situations of strong model fit, are satisfactorily addressed by Nagelkerke’s R-squared. The fact that it is widely used in the literature confirms that it is a widely recognised metric for expressing quality of fit in logistic ordinal regression analysis (Schmuck, 2013).

Table 4. 16 Pseudo R-Square

Cox and Snell	.694
Nagelkerke	.709
McFadden	.307

(Author, 2024).

As such, the Nagelkerke Pseudo-R-Square results show that 70.9% of the changes in the women’s intentions to lead family business in Kenya were a result of the three independent variables: attitude, subjective norm, and perceived behavioural control. In other words, approximately 71% of the intention of women kin in the second and third generation to lead family businesses in Nairobi Kenya can be explained by attitude, subjective norm, and perceived behavioural control. These results are statistically significant at $p < 0.001$.

Results for Objective 1: To Examine the Effect of Attitude on Women’s Intention to Lead Family Businesses in Kenya

The first objective of this study was to explore the effect of attitude on the intention of women kin to take up leadership roles in family businesses in Kenya. This study was able to attain this objective as per the results presented in Table 4.17. The results indicate that attitude had a coefficient of 0.455. While positive, this coefficient was not statistically significant ($P = 0.114$). In other words, a unit increase in attitude led to a 0.455 increase in intention to lead family businesses, although this relationship could have been contributed by factors other than attitude. These results indicate that attitude is a positive but not significant predictor of women’s intention

to lead family businesses in Kenya. These results suggest that, in isolation ($B = 1.97, p < 0.001$), attitude strongly explains women’s intention to lead family businesses in Kenya.

Table 4. 17 Regression for attitude, subjective norm, and perceived behavioural control

Predictor	Estimate	SE	Wald	p
Intercept	6.655	1.588	17.564	<.001
ATT	.455	.288	11.540	.114
SN	1.039	.306	46.455	<.001
PBC	2.377	.349	2.500	<.001

(Author, 2024).

The results of analysing the effect of attitude on intention to lead family businesses in isolation show there is a notable difference in the outcomes compared with the analysis of attitude in association with the other two independent variables (subjective norms and perceived behavioural norms). The results show that the coefficient for attitude was 1.97 and statistically significant at a level of 0.001. In other words, a unit increase in attitude led to a 1.97 increase in women’s intention to lead family businesses in Kenya.

In the context of women’s roles in family businesses, the positive correlation of 0.675 ($p < 0.001$) between attitude and intent to lead demonstrates a significant correlation between these two variables. This correlation suggests that as people express more favourable sentiments toward the prospect of taking on leadership roles within the family business, there is a corresponding rise in their declared plans to do so. This positive correlation highlights the crucial role that attitudes play in influencing women’s leadership intents and career aspirations in the context of family businesses. A sense of efficacy, connection with personal beliefs, and an upbeat impression of the prospective outcomes connected to leadership responsibilities are just a few examples of the many elements that may be indicative of positive attitudes toward leadership. Positive leadership attitudes are indicative of a motivating propensity to actively seek out and embrace leadership roles.

Results for Objective 2: To Examine the Effect of Subjective Norms on Women's Intention to Lead Family Businesses in Kenya

The second objective of this study was to explore the effect of subjective norms on the intention of women kin to take up leadership roles in family businesses in Kenya. This study was able to attain this objective as per the results presented in Table 4.17, where the subjective norm had a coefficient of 1.039. This result was strongly positive at a significant level of 0.001. In other words, a unit increase in subjective norm led to an estimated increase of 1.039 in intention to lead family businesses. These results suggest that subjective norm is a strong positive and significant predictor of women's intention to lead family businesses in Kenya.

The strong positive correlation between subjective norms and intentions to lead, which is 0.829 ($p < 0.001$), reveals a key link in understanding the dynamics of women's aspirations for leadership in family enterprises. This link shows that there is a similar rise in women's aspirations to hold leadership roles as they perceive higher subjective norms, that is, the societal expectations and influences from their significant others. The social cognitive theory, which emphasizes the role of societal influences on individual behaviours, is consistent with this conclusion. The correlation suggests that women are more likely to picture themselves in leadership roles in the context of family businesses, where social dynamics frequently play a crucial role when they perceive consistency between the expectations of their social environment and the act of assuming leadership positions. This conformity to arbitrary standards serves as a potent incentive, influencing women's intents by incorporating outside social cues into their individual career objectives.

Results for Objective 3: To Examine the Effect of Perceived Behavioural Control on Women's Intention to Lead Family Businesses in Kenya

This study's final objective was to explore the effect of perceived behavioural norms on the intention of women kin to take up leadership roles in family businesses in Kenya. This research attained this objective as per the results presented in Tables 4.12. In combination with attitude and subjective norm, perceived behavioural control had a coefficient of 2.377. This result was strongly positive at a significant level of 0.001, the highest among the variables under study. In other words, a unit increase in perceived behavioural control led to a 2.377 increase in intention to lead family

businesses. These results suggest that perceived behavioural control is a strong positive and significant predictor of women's intention to lead family businesses in Kenya.

The strong positive correlation between perceived behavioural control and intentions to lead among women in family enterprises was 0.835 ($p < 0.001$), underscoring a significant relationship. This association suggests that there is a parallel increase in women's declared desire to take on leadership responsibilities as they perceive more control over their behaviour. This result is significant because it supports the theory of planned behaviour by indicating that intentions are significantly shaped by a strong sense of control over one's behaviours. It suggests that women are more likely to actively aspire to and picture themselves in leadership positions when they feel empowered and confident in their capacity to influence outcomes and overcome problems within the family business setting. This highlights the crucial role that a person's perception of control plays in determining their professional goals and commitment to their chosen routes.

4.4.6 Model Interpretation

Overall, this study was able to attain both its aim and the study objectives. The study sought to achieve this using the regression model: $ITL = \beta_0 + \beta_1 ATT + \beta_2 SN + \beta_3 PBC + \varepsilon$. This model can successfully be interpreted as $ITL = 6.655 + 0.455 ATT + 1.039 SN + 2.377 PBC + 1.588$. The findings suggest that attitude is a positive but nonsignificant predictor of women's intentions to lead family businesses in Kenya. In contrast, the findings have indicated that both subjective norms and perceived behavioural control are strong positive significant predictors of women's intentions to lead family businesses in Kenya. An in-depth discussion of these results in relation to the literature reviewed in this study is presented in the next section.

4.5 Chapter Summary

This chapter offered the study outcomes based on the research aim and objectives. According to the data, attitudes, subjective standards, and perceived behavioural control account for almost 71% of changes in women's aspirations to head their family businesses in Kenya. The study also found that attitude is a positive but nonsignificant predictor of women's ambitions to run family enterprises in Kenya. In contrast, the data show that both subjective standards and perceived behavioural control are strong positive predictors of women's intentions to head family enterprises

in Kenya. The following chapter provides a detailed discussion of these findings in respect to the literature studied in this study.



CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study by discussing and summarising the findings in relation to the research objectives set out. The chapter achieves this by first presenting the discussion of the findings. This is followed by presenting the implications for family businesses and implications for policy. Further, the chapter presents the recommendations, followed by the limitations of the study. Finally, the chapter identifies the areas that future studies could venture on.

5.2 Discussion

The study's findings, which centre on the variables influencing women's intention to assume leadership roles in family-owned businesses within Kenya, are discussed in this crucial section. The section carefully analyses the complex associations that arose from the empirical research, building on the theoretical framework of the theory of planned behaviour, which views attitude, subjective norms, and perceived behavioural control as major drivers of intentions. This section explores the complex interactions between these variables, offering insight into both the conclusions that concur with previous research and those that differ.

5.2.1 To Investigate the Effect of Attitude on Women's Intention to Lead Family Businesses in Kenya

The study found that attitude is a positive but insignificant predictor of women's intention to lead family businesses in Kenya based on the theory of planned behaviour. With a coefficient of 0.455, as women's attitude toward leadership in family business increases, their intention to lead these businesses is also expected to increase. Despite the moderate positive relationship between women's attitudes and intentions to lead family business, the coefficient is not statistically significant. This suggests that attitude as a predictor of intentions to lead is not statistically reliable for this study to draw a definitive conclusion. This goes against the tenets of the TPB which suggests that attitudes lead to intentions (Ajzen, 2020). The non-significant result implies that other factors or variables may also influence the inclination to take leadership roles in family enterprises.

This study's findings are consistent with Jorgensen et al. (2018), who found that attitude was not a strong predictor of intentions to lead. The similarity of the outcomes highlights how intricate the connection between attitude and leadership ambitions is- not just in Kenya, but also in other contexts. However, these findings contrast those by Buli and Yesuf (2015), Duran-Encalada et al. (2021), Mahmood et al. (2019), Romaní et al. (2022), Veraldo and Ruihley (2017), and Wu et al. (2020) who found that attitude was a significant predictor of intentions.

It is worth noting that women believe that taking on a leadership role in the family business will result in increased compensation and benefits. This implies that financial considerations impact their decisions. The findings show that, though statistically insignificant, women believe that taking on leadership positions in family enterprises can result in higher pay and perks. These results contrast those by Buli and Yesuf (2015) and Mahmood et al. (2019) who found that compensation and benefits are positive significant predictors of leadership intentions. The finding highlights the importance of money-related factors in women's decision-making. This consistency indicates that financial incentives are a motivator for women to take up leadership roles in family businesses.

Another interesting discovery from this study is that women believe that being a leader in the family business can earn them respect from their family and co-workers. This suggests that interpersonal dynamics and social elements within the family business have a significant role in determining leadership intention. These findings are supported by Faraudello and Songini (2018) who established that the pursuit of leadership in family-owned enterprises by women is tied to the belief that leadership positions signal a high level of responsibility and respect. Similarly, the findings resonate with the studies examined in the literature review by Duran-Encalada et al. (2021) and Mussolino et al. (2019) which indicate that recognition as a description of attitude is a positive significant predictor of intentions to take up leadership in family businesses.

Recognising potential leadership-related stress is a reasonable consideration for women in developing their attitude towards leadership in family businesses in Kenya. These findings are consistent with Day (2013) who suggests that most women have to sacrifice their professional career desires when it comes to childcare and family. The belief that taking up a leadership role in the family enterprise will lead to less time taken in caring for their family, inspires less desire in women to take up leadership roles (Duran-Encalada et al., 2021). This emphasises the significance of examining the perceived challenges and pressures connected with family business leadership

roles. The findings also indicate that women in family businesses in Kenya adopt the notion that being a leader would involve considerable success. It illustrates the aspirational nature of leadership and implies that women view leadership positions as venues for their own professional and personal development.

This study's finding of a non-significant association between attitude and intention to lead in family enterprises highlights the complexities of individual decision-making processes within the social cognitive framework. According to social cognitive theory, attitudes are shaped by observational learning, result expectations, and self-efficacy beliefs, which work together to influence behavioural intentions (Schunk & DiBenedetto, 2020). As a result, the small significance of attitude shows that variables other than individual views may have a greater influence on women's leadership aspirations in family businesses. This is consistent with the complex nature of social cognitive theory (Schunk & DiBenedetto, 2020).

The fact that the data did not achieve statistical significance emphasises the importance of exercising caution when drawing definite conclusions from these findings. This lack of statistical significance suggests that, while attitude and its indicators appear to be relevant based on the data collected, it may not be a strong enough predictor of women's intention to lead family enterprises in Kenya. As a result, further investigation and research are required. Further research might look into the specific expectations for benefits and whether they correspond to the actual outcomes of family business leadership. Investigating the nature of recognition and how it affects women's decision-making would also be helpful. Besides, understanding the origins of stress and how to manage or lessen it may be critical for encouraging women to pursue positions of leadership. Finally, the conceptualisation of "great achievement" in the eyes of women kin in family businesses and how it fits with their professional goals can be explored in more detail.

5.2.2 To Investigate the Effect of Subjective Norms on Women's Intention to Lead Family Businesses in Kenya

The study found that subjective norm is a positive significant predictor of women's intention to lead family businesses in Kenya based on the theory of planned behaviour. With a coefficient of 1.039, as women's subjective norm toward leadership in family business increases, their intention to lead these businesses is also expected to increase. This study concludes that subjective norm is

a strong positive and significant predictor of women's intention to lead family businesses in Kenya. As such, this study aligns with the findings by Akhmedova et al. (2020), Jorgensen et al. (2018), Mahmood et al. (2019), Mussolino and Calabrò (2014), and Wu et al. (2020) who established that subjective norm were positive predictors of behavioural intention. The findings are also consistent with the TPB which suggests that subjective norms is a positive predictor of intentions.

On the other hand, this study differs from Veraldo and Ruyhley's (2017) findings, which observed that subjective norms were negatively related to women's intentions to apply for leadership positions. Their negative behavioural intentions were influenced by the referent group's absence of explicit encouragement or disapproval. Besides, both Buli and Yesuf (2015) found that while subjective norms had a positive influence on intentions, the relationship lacked statistical significance.

The study's findings are consistent with the principles of social cognitive theory. The findings highlight the significant influence of social factors such as family support, friends' opinions, peer influence, and alignment with career goals and personal values on women's intentions to lead family businesses. These findings support the idea that individuals' behaviours and intentions are also influenced by external social influences as proposed by social cognitive theory. As a result, the findings corroborate the basic assumptions of social cognitive theory by illustrating the role of social contacts. The study also supports the role of observational learning and social support networks, both tenets of the social exchange theory, in influencing women's leadership aspirations in family businesses.

The indicator of the woman's desire to do what her family believes she should do is critical. It implies that family support and expectations have a substantial impact on a woman's desire to run the family business. The need to conform to familial standards can be a powerful motivator, showing that family values and traditions trump leadership aspirations. Similarly, the study notes the importance of friends' support on a woman's desire to seek leadership roles. It implies that the opinions and encouragement of friends can have an impact on women's decision to take on leadership responsibilities in the family business. The fact that a woman's peers believe she should take over the family business emphasises the importance of social networks and professional groups. Peer influence may be a potent motivator, implying that belonging to a peer group that values leadership in family enterprises can influence one's desire to lead. Career-driven women

indicate a match between leadership objectives and larger professional goals. Consistent with the theory of planned behaviours, it implies that women may see leadership roles in family enterprises as being compatible with the career pathways of ambitious and determined individuals, which may increase their desire to pursue such responsibilities (Jorgensen et al., 2018). Women who appreciate work-life balance demonstrate an awareness of own values and priorities. It implies that women who seek work-life balance may regard leadership in family enterprises as compatible with their values, influencing their intentions positively.

5.2.3 To Investigate the Effect of Perceived Behavioural Control on Women's Intention to Lead Family Businesses in Kenya

The study found that perceived behavioural control is a positive significant predictor of women's intention to lead family businesses in Kenya. This is in line with the assumptions of the theory of planned behaviour, which suggests that perceived behavioural control influences intentions. With a coefficient of 2.377, as women perceived behavioural control toward leadership in family businesses increases, their intention to lead these businesses is also expected to increase. This study concludes that, of the three contextual factors of the theory of planned behaviour, perceived behavioural control has the strongest effect on women's intention to lead family businesses in Kenya.

The results of this study are consistent with those of numerous other studies in the literature review, providing important new information on this relationship. To begin with, the study supports Duran-Encalada et al.'s (2021) assertion that leadership style, a facet of perceived behavioural control, is a critical factor in determining women's aspirations to pursue management positions. Their desire to fill these positions is positively influenced by their conviction that they have control over the leadership style they use. This supports the idea that perceived behavioural control involves the ability to influence one's leadership style and goes beyond simple desire and social support.

Additionally, Mussolino and Calabr's (2014) findings, which emphasize the beneficial effects of perceived behavioural control, particularly in the setting of family business succession, are consistent with the findings of this study. Success in succession is largely determined by one's capacity to exert control over one's leadership style, which is in turn influenced by the leadership style of the predecessor. This is consistent with the notion that one's perception of behavioural

control includes the ability to alter their decisions and actions, resulting in more benevolent leadership intentions. Jorgensen et al. (2018), who looked at the effect of internal skills and external barriers on intentions to assume leadership roles, agree with the study's focus on opportunity recognition as a component of perceived behavioural control. The study highlights the significance of seeing opportunities, which is consistent with the proactive nature of perceived behavioural control highlighted in the current study, with both features found to be positive predictors.

However, Roman et al. (2022) and Veraldo and Ruihley (2017) both highlight how important it is to recognize the divergent findings that have been found in the literature. These investigations revealed that perceived behavioural control was not a reliable predictor of women's intention to lead family businesses. The argument is that women have less control over barriers and lack the right experience and confidence, and are slow in opportunity recognition, a position that contrasts the current study's findings.

The deduction of the findings suggests that the intention of women to run family enterprises in Kenya is significantly impacted by perceived behavioural control from the conviction that one has the appropriate experience. As such, women who are assured of their ability to fulfil leadership roles in the family business are more likely to voice their desire to do so. This demonstrates how crucial self-assurance and a realistic assessment of one's talents are in forming leadership intentions. Additionally, self-efficacy- the idea that people who are confident in their capacity to carry out leadership responsibilities are more driven to pursue these roles- plays a critical role, in underscoring the importance of one's talents and abilities.

The study also underlines the importance of recognising opportunities, contending that women who actively seek out and acknowledge family business leadership prospects are more likely to declare their desire to assume that position. This emphasizes how crucial being proactive is while pursuing leadership positions. The study also emphasizes the need to recognise the ability to control hurdles, particularly those connected to gender in family business leadership. Women are more motivated to proclaim their ambition to lead when they believe they can get through these obstacles, which emphasises the fortitude and resolve needed to pursue leadership positions in the face of obstacles.

The study's findings on the significance of perceived behavioural control, self-efficacy, and opportunity identification in moulding women's aspirations to lead family enterprises are consistent with the concepts of social cognitive theory. The observed positive relationship suggests that individuals who believe they have control over their leadership abilities are more likely to express a desire to take on leadership roles. These results echo social cognitive theory's emphasis on perceived control in guiding behaviour. Further, the study emphasises the significance of self-efficacy beliefs. This demonstrates that women who are confident in their ability to perform leadership responsibilities are more driven to pursue such positions. The assertion is consistent with social cognitive theory's concept of self-efficacy. Also, the emphasis on proactivity, as seen by the recognition and pursuit of leadership possibilities, is consistent with social cognitive theory, which holds that individuals actively alter their environments and behaviours through proactive activities. Altogether, the study's findings lend empirical support to social cognition theory's utility in understanding and predicting leadership aspirations and intentions in women in family businesses in Nairobi, Kenya.

5.3 Conclusions

5.3.1 Attitude and Intention to Lead

This study has been able to attain the aim and objectives it set out to achieve. The study has discovered a moderately positive association between women's attitudes regarding their aspirations to lead family businesses, but this relationship is not statistically significant. This implies that attitude alone is not a good predictor of women's ambitions to lead in family businesses. The study's findings are consistent with some earlier research. The findings also differ from studies that found attitude to be a significant predictor.

5.3.2 Subjective Norm and Intention to Lead

Subjective norms, which include family support, peer influence, and congruence with career objectives, were found to strongly predict women's intentions to manage family enterprises in Kenya. Women who believed their family, friends, and peers supported their leadership ambitions were more likely to declare their desire to lead. This highlights the significant importance of social networks and familial expectations on women's decisions to take on leadership roles in family

businesses. The findings are consistent with earlier studies but differ from others in that they emphasize the complicated interplay of subjective norms in determining intentions.

5.3.3 Perceived Behavioural Control and Intention to Lead

According to the findings, perceived behavioural control is a strong and significant predictor of women's intentions to head family enterprises in Kenya. Women who considered they possessed the essential leadership experience, self-efficacy, and opportunity awareness were more likely to voice their desire to take on leadership roles. These findings are consistent with earlier research that emphasizes the significance of perceived control over one's leadership style, talents, and capacity to handle obstacles. However, the findings contradict previous research that found perceived behavioural control to be less influential, highlighting the importance of recognizing contradictory findings in the literature. The research emphasises the importance of self-assurance, proactive conduct, and the ability to overcome gender-related barriers in influencing women's intentions to lead in family businesses.

5.4 Implications

Family enterprises in Kenya should understand that a complex web of interrelated factors affects women's attitudes toward leadership responsibilities. Although a person's attitude may not be a good indicator of their aspirations to lead, financial incentives and the perception of gaining respect from peers and family can have a big impact. Family businesses should therefore think about putting in place measures that emphasize the possible financial rewards and social recognition connected to women holding leadership positions. Additionally, it is essential to foster a healthy workplace culture to comprehend the stress and work-life balance issues that women may experience. Programs for training and mentoring can assist women in gaining the abilities and self-assurance required for leadership positions.

On the other hand, policymakers in Kenya should recognize the significance of subjective norms and perceived behavioural control in influencing women's intentions to encourage gender diversity in leadership positions within family-owned enterprises. Encouragement and development of peer and family support systems can be helpful in inspiring women to pursue leadership positions. Policies that address obstacles and difficulties faced by women in family business leadership, such as issues with work-life balance and gender bias, are also crucial. Government initiatives, such as

educational and training programs, can provide women with the abilities and self-confidence they need to be successful in leadership roles. In addition, regulations should promote equality of opportunity and eliminate gender-based barriers inside family businesses to foster a more welcoming and encouraging atmosphere for women in leadership.

5.5 Recommendations

Informed by the findings, this study recommends the following:

- I. Implementation of inclusive policies and removal of barriers: Policy actions should combat discrimination based on gender and advance equal opportunity in family-owned businesses. This entails passing anti-discrimination legislation, offering financial incentives for gender diversity in leadership, and supporting programs that eliminate obstacles like preconceived notions about gender and gender roles. To ensure justice and equal access to leadership roles, policymakers should also promote transparency in the hiring and promotion procedures in family businesses.
- II. Encourage peer and family support networks: Given that subjective norms have a favourable impact on women's intent to lead and that support from peers and family is important, family enterprises can help provide mentoring programs, networking opportunities, and support networks that encourage women to pursue leadership positions.
- III. Provide mentorship and training programs: Family businesses can provide targeted leadership development programs that concentrate on enhancing leadership abilities, boosting self-confidence, and encouraging opportunity awareness to improve perceived behavioural control. Mentorship programs that match female participants with accomplished leaders can be a great source of support and advice.

5.6 Limitations of the Study

This study's limitation lies within the possibility that some variables other than the contextual factors of the theory of planned behaviour tested in this study could affect the intentions of women to lead family businesses in Kenya. For instance, cultural norms, historical factors, and economic realities may play important roles in determining women's desires and decisions in this setting. Further, this study relied on primary quantitative data. There is a possibility that the subjective meanings that women attribute to intentions to potentially influence their intentions to assume

leadership roles within family businesses in Kenya have been left out. Finally, because this study adopted a cross-sectional design, there is a possibility that the results will not remain consistent over time, calling for the replication of this study in a longitudinal design. Each of these limitations creates an opportunity for future research as suggested in the next section.

5.7 Suggestions for Further Research

There is an opportunity to replicate this study and include other variables out of the theory of planned behaviour framework in the form of moderating or controlling variables such as cultural norms and economic realities. Further, future studies could include a mixed-method research approach to get both subjective nuances and quantitative data that will holistically show whether the findings of this study are upheld. Finally, research can adopt a longitudinal design. Here, the researchers may replicate the study over several years to establish whether the findings hold (that subjective norm and perceived behavioural control are both strong positive predictors of women's intention to lead family businesses).



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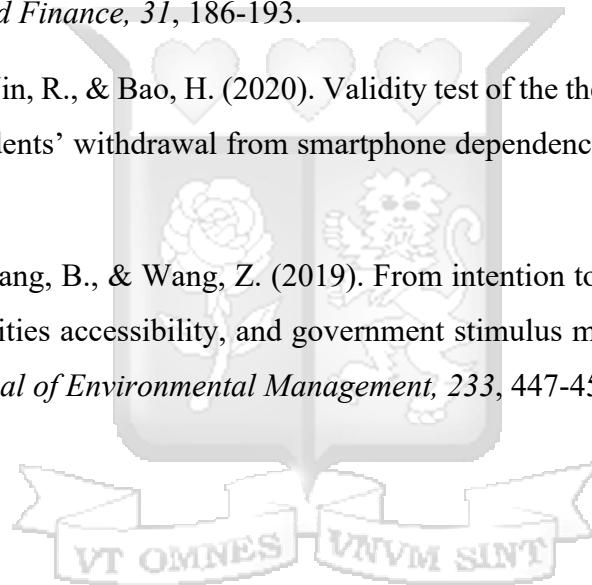
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APPENDICES

Appendix A: Introductory Letter to Respondents

My name is Anne Ndolo. I am an MBA student in the School of Management and Administration at Strathmore University. I kindly invite you to take part in this study towards the completion of my dissertation on the planned behaviour of women's intention to lead family businesses in Nairobi, Kenya. The survey will take approximately 5 minutes or less. You are part of a few people I have selected for this study who have in-depth knowledge of the phenomenon under study. Your participation in this study is only through your free will. You have the freedom to withdraw from the study at any given time without explaining and without penalties.

I have put measures to ensure that there are no risks of taking part in the study. In case something goes wrong, I will take full liability. I have developed a series of questions that I will ask you about your intentions to take leadership roles in the family business. I will not be collecting any personal information. All information will remain confidential and private. Please read the provided instructions carefully and offer honest answers.

Your data will be used in the dissertation for my degree program. The data will be presented in an anonymised format and will not be stored in a database that others can access. Following Strathmore University's Privacy Policy, I will treat your data as confidential and only my supervisor and myself will access it. Your data will be stored in a fully anonymised format in a password-protected folder, and only I will be able to access it. I will destroy the data after my dissertation has been marked.

In case you want to find out more about the research, you can contact me through the email in the contact section below. Thank you for your valuable time and cooperation.

Researcher Contact Details:

Anne Ndolo

Email Address: andolo@strathmore.edu

Appendix B: Questionnaire

Section A- Demographics

1. Are you female or male?

- Male
- Female

2. If yes, proceed.

3. Is the organisation you work for family-owned?

- Yes
- No

4. Years of experience with the current organisation

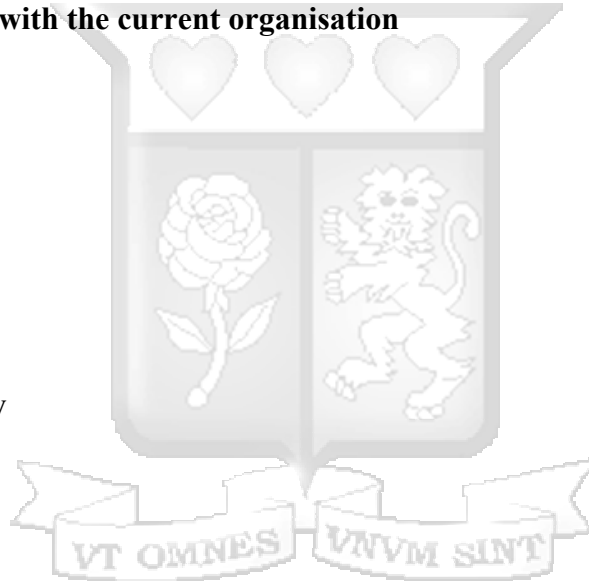
- 1-5 years
- 6-10 years
- Above 10 years

5. Education

- Primary school
- Secondary school
- College/university
- Graduate school

6. Marital status

- Single
- Married
- Divorced
- Widowed



Section B:

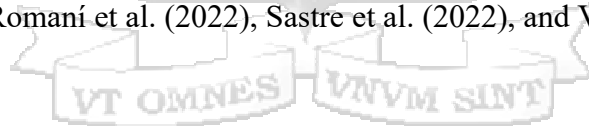
N	Item	S- Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	S- Agree (5)
	Part A: Attitude					

1	Pursuing a leadership position in the family business at the next opportunity will improve my salary and employment benefits					
2	Pursuing a leadership position in the family business at the next opportunity will give me recognition from other family members and employees					
3	I will experience leadership-related stress from getting a leadership position in the family business.					
4	I consider becoming a leader in the family business at the next opportunity would entail great achievement.					
Part B: Subjective norm						
1	I want to take leadership in the family business at the next opportunity because my family think I should do so.					
2	I want to take leadership in the family business at the next opportunity because my friends think I should do so.					
3	My peers think I should take a leadership role in the family business at the next					

	opportunity.					
4	Taking up leadership in the family business at the next opportunity is what career-driven people would do					
5	Taking up leadership in the family business at the next opportunity is something that people who value their work-life balance would do					
	Part C: Perceived behavioural control					
1	I believe that I possess the right experience to become a leader in the family business at the next opportunity.					
2	At the next opportunity to become a leader in the family business, I will feel confident in my abilities.					
3	It is up to me to recognise the opportunity to become a leader in the family business.					
4	I believe I have the capacity to control the barrier of invincibility (my role in the family business is seldom acknowledged).					
5	I believe I have the capacity to control the barrier to becoming					

	a leader in the family business simply because I am a woman					
	Part D: Intention to lead					
1	I intend to take up a leadership position in the family business at the next opportunity.					
2	Taking up a leadership position in the family business at the next opportunity is something I am willing to do.					
3	I have made plans to become a leader in the family business at the next opportunity.					
4	I have very seriously thought of taking up leadership in the family business at the next opportunity.					

Adapted from Buli & Yesuf (2015), Duran-Encalada et al. (2021), Jorgensene et al. (2018), Mahmood et al. (2019), Romani et al. (2022), Sastre et al. (2022), and Vracheva et al. (2019).



Appendix C: Institutional Ethics Permit

C/o Sengale Rd, Madaraka Estate,
P.O. Box 59857 00200, Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SSSKenya
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



20th June 2023

To Whom It May Concern.

Dear Sir/ Madam.

RE: FACILITATION OF RESEARCH – ANNE NDUNGE NDOLO

This is to introduce Anne Ndolo who is a Master of Business Administration student at Strathmore University Business School, admission number MBA/137574/21. As part of our MBA Program, Anne is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, she would like to request for appropriate data from your organisation.

Anne is undertaking a research paper on “To Determine Factors that Influence Women’s Behaviour to Lead Family Businesses in Nairobi, Kenya” The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to be "Alois Njenga".

Alois Njenga.
Manager – MBA Programs.
Strathmore University Business School.

Association of African
Business Schools



Strathmore Business School is a Proud member of:



AACSB

Appendix D: NACOSTI Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 739101	Date of Issue: 30/June/2023
RESEARCH LICENSE	
	
This is to Certify that Ms. Anne Ndolo of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: TO DETERMINE FACTORS THAT INFLUENCE WOMEN'S BEHAVIOUR TO LEAD FAMILY BUSINESSES IN NAIROBI, KENYA for the period ending 30/June/2024.	
License No: NACOSTI/P/23/27261	
Applicant Identification Number	
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	NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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