

**GENDER DYNAMICS OF SMALL AND MEDIUM FAMILY BUSINESS IN
MOROGORO MUNICIPALITY, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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EXTENDED ABSTRACT

Success of family business and economic development may be impacted by gender dynamics. The overall objective of this study was to assess the impact of gender dynamics of family business in Morogoro Municipality. Specifically the study sought to identify gender roles in family businesses, determine gender related factors influencing success of family businesses and analyze the attitudes of men and women in managing the family businesses. A cross-sectional research design was adopted for the study. Simple random sampling technique was used to select the wards and respondents involved in the study. Four wards from Morogoro municipality were selected and a total number of 138 respondents were chosen. Descriptive statistical analysis was used to compute the respondent's characteristics and gender roles. Ordinal logistic regression was used to estimate the gender related factors influencing success of family business. Likert scale analysis was used to measure the attitudes of men and women towards managing the family business. The study found that gender roles like ownership, decision making and control of business were identified and mostly dominated by men. Women were found to dominate in the selling and record keeping. Findings from ordinal logistic regression revealed that age of the owner, traditionally women supporting role, difference of experience and traditionally undervaluing of women were statistically significant on influencing changes in success of family business ($p < 0.05$). Findings from the likert scale showed that most of respondents had positive attitudes towards gender differences in managing the family business. The study concludes that gender inequality exist in family businesses and affects the success of family business by creating inadequate cooperation of the family members to the business which leads to inappropriate decisions and practices toward the business. The study recommends that the Local Government Authorities, Non-Governmental Organizations, gender activist and traditional leaders

should promote more education to the community, individual businessmen and women through workshops and trainings to promote more knowledge on gender equity and equality in family businesses and to insist equal opportunities for both men and women to participate in businesses and contribute to its success as family businesses are vital for development.

DECLARATION

I, Leah Yonika Ngaga, do hereby declare to the senate of Sokoine University of Agriculture that, this dissertation is my own original work, done within the period of registration and that it has neither been submitted nor being concurrently submitted for a degree award in any other institution.

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Date

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(Supervisor)

Date

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DEDICATION

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LIST OF ABBREVIATIONS AND ACRONYMS

DED	District Executive Director
EAJ-SAS	East African Journal of Social and Applied Sciences
GDP	Gross Domestic Product
ILO	International Labor Organization
LGA	Local Government Authority
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
PME	Project Management and Evaluation
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
SUA	Sokoine University of Agriculture
URT	United Republic of Tanzania
USAID	United States Agency for International Development
WHO	World Health Organization

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

Family business is an important economic activity. It is built by a community of people that includes owners, managers, and people who work for the family business, who can be family members and others who are not family members (Cappuyns, 2007). According to Steier *et al.*, (2008) family business is an emerging aspect of the business which has evolved over the decades and still is in its developing stage. Family business as a field of study has grown up from the start of the twenty first century. Prior to 1975, few theorists investigated family business but the field was largely neglected and did not reveal how gender differences affected family business (Sonfield and Lussier, 2004). Most families own and run shops, industries, or companies and noted to account for the largest percentage of the businesses in many nations (Lucky *et al.*, 2011).

The economic necessity of earning a living and supporting a family is often the underlying motivation or influencing factor for starting and growing a business (Duncand *et al.*, 2003). Family owned businesses, particularly small to medium sized, are the grassroots of the global economy, and are clearly the majority of all businesses in the world. Small and Medium Enterprises are widely recognized for the important contributions they make to sustainable development, in terms of contributions to economic growth, creation of jobs, provision of public goods and services, as well as poverty alleviation (Wallace, 2010).

Family businesses gained substantial holds on the Tanzanian economy during 1970s-1980s economic reforms, due to the loosening of the centralized state-run

economy. The reforms were intended to encourage private business activities. Several families run businesses and developed whereby today these businesses dominate the consumer goods industry. Among 50 industrial companies in Tanzania analyzed in the study by a School of Economics (2013), twenty nine originated in the domestic private sector with family businesses playing a substantial role (Coy *et al.*, 2017).

Gender dynamics are often present in family businesses. Gender means the socially constructed characteristics of women and men such as norms, roles and relationships of and between groups of women and men which varies from society to society and gender roles and relations can change. While people are born either male or female, they are mostly taught appropriate norms and behaviors including how they should interact with others of the same or opposite sex within households, communities and work places (WHO, 2018). Gender dynamics is the relationship and interactions between and among boys, girls, women, and men (USAID, 2008). Jaka and Blaz (2009) found that the work environment in family businesses displayed cultural traditions that placed women and men in different social positions and different work and family responsibilities. In Family business different roles are performed by people of different ages and of both sex and vary from society to society. The difference in roles between men and women are said to affect family business. The study involved different family businesses which are either owned, run, or controlled by the families from the Morogoro municipality and focused on assessing how the gender differences affects the family businesses.

1.2 The Problem Statement

Family businesses comprise of people of different gender groups and categories who play different roles. Family business contributes to the national and global economy however there are dynamics affecting the success of family business some of which are gender

related. The norms existing in the societies have assigned different roles for men and women, some roles operating in the family are often transferred to the family business. This can cause some gender groups not to contribute effectively to the business hence affect the success of family business. There is no consensus in literature on how gender dynamics affect family business.

The prevalence of gender differences reveals variations in perception with regard to gender dynamics within the context of the family business (Swail *et al.*, 2014; Hamilton, 2006; Lewis and Massey, 2011; Sonfield and Lussier, 2004; Heinonen and Hytti, 2011; Dyer, 2009). Therefore the division of gender roles to different individuals can affect the success of family business. There is inadequate of knowledge on how the difference in roles, expectations, attitudes and needs among different gender groups affect the family business in Morogoro area. The study explored knowledge on how gender differences affect the family business in Morogoro municipality.

1.3 Justification of the study

The knowledge about gender roles and dynamics in family business is important as it contributes information that helps in addressing factors hindering the growth of family businesses. The study provides information on the ongoing Government and private sector initiatives to involve and/or promote gender in business operations. The study provides information on gender roles and dynamics by identifying gender roles and difference of the roles performed by different people involved in family business. The study provides information that can be used in attaining of the Women and Gender development policy 2000 and the National strategy for growth and reduction of poverty II (NSGRP) which also promotes the gender based inclusion.

The study has provided information that can be used in attaining the National Development Agenda for example the Sustainable Development Goal number 5 of the Sustainable Development which emphasizes on Gender equality, the National Development Vision (2025) and Gender Equality. The vision recognized gender equality as one of underlying principles and objectives that by 2025, racial and gender imbalances will have been addressed such that economic activities will not be identifiable by gender, or race.

1.4 General Objective

The overall objective of the study was to assess the gender dynamics of small and medium family business in Morogoro Municipality.

1.4.1 Specific objectives

Specifically the study sought to:

- i. Identify the gender roles in family business
- ii. Determine the gender related factors influencing success of family business.
- iii. Analyze the attitudes of men and women towards managing the family business.

1.4.2 Hypotheses

This study was guided by the following hypotheses.

Ho:

- i. Decision making roles do not influence the success of family business.
- ii. Experience in doing business do not influence the success of family business

1.5 Conceptual Frame Work for Assessing Gender Dynamics of Family Business

In this study, success of family business is shown by the changes in level of profit and measured by high, medium or low level. Different gender roles, gender related factors and attitudes or perceptions of men and women affect the business success. Also culture plays part in constructing the roles of men and women through different norms, behaviors and values by which men and women live in them. The gender roles are socially constructed from the societies where the families exist. Gender dynamics is associated with the different roles of men and women of different ages performed in the business, as well as attitudes or perception of men and women on the operation of the business. Therefore the focus of the study is how these differences affect the success of the family business. Family businesses involve owners with different social demographic characteristics like age, sex, marital status, education and occupation which as well might have an influence to the success of family business.

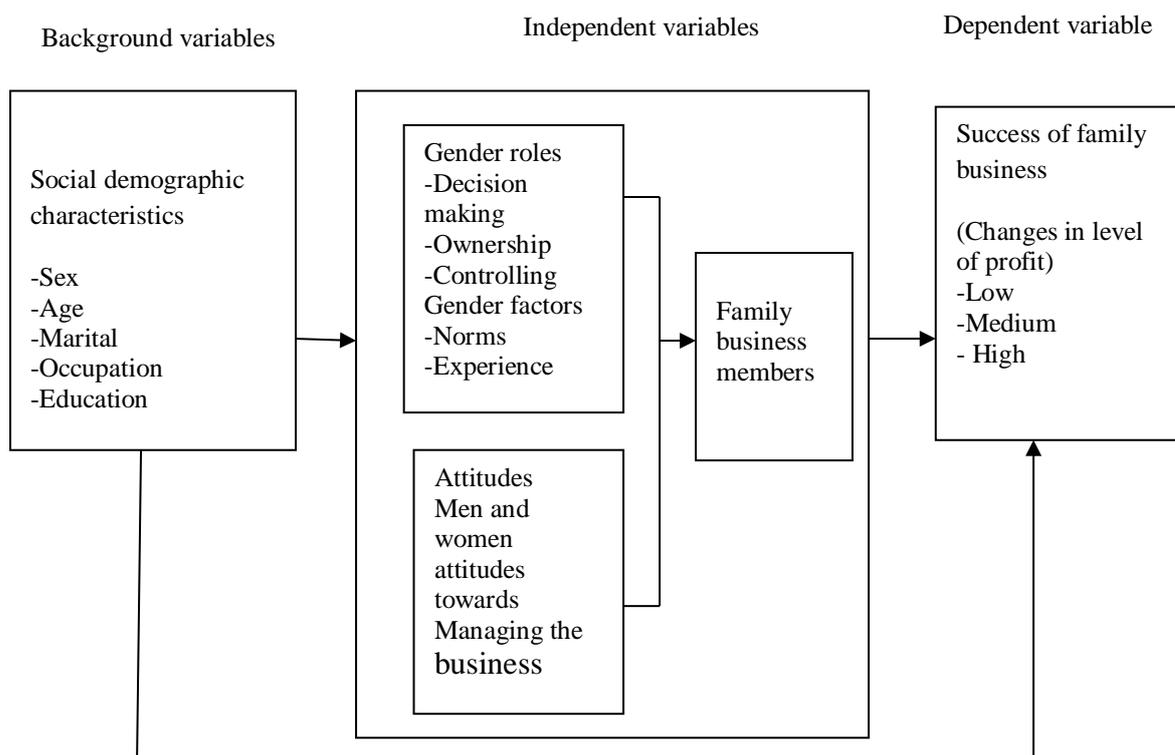


Figure 1: The conceptual framework for gender dynamics of family business

1.6 Organization of the Dissertation

This dissertation is organized in the publishable manuscript format, which have four chapters. Chapter One, covers the introduction which consists of background of the study, problem statement, justification, objectives, hypothesis and conceptual framework of the study. Chapter Two consists of the first manuscript that focuses on identifying gender roles in family business. Chapter Three consists of the second manuscript which focuses on the gender related factors influencing success of family business as well as the attitudes of men and women concerning the management of family business. Lastly, chapter Four covers the general conclusion and recommendations of the study.

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CHAPTER TWO

**2.0 GENDER ROLES IN FAMILY BUSINESS: A CASE OF SMALL AND
MEDIUM FAMILY BUSINESSES IN MOROGORO MUNICIPALITY,
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2.1 Abstract

Men and women undertake different roles in family business. The paper examined the gender roles of family business in Morogoro Municipality. A cross-sectional research design was adopted for the study. Simple Random Sampling technique was used to select four wards and 138 respondents for the study. Descriptive statistical analysis computed the identified gender roles in the family business. The findings revealed that ownership roles, decision making roles, planning and controlling were dominated by men. Women mainly performed the selling activities and record keeping. The study was guided by hypothesis and chi square was performed rejecting the null hypothesis whereby findings showed decision making roles as dominated by men and to a small extent played by women influence the success of family business as well as business experience by men and women influenced the success of family business. It is concluded that the norms and traditions determine the distribution of activities to be done by men and women. Women are not performing some business role and activities adequately due to their traditional role in families although they struggle to balance both family and business roles. The study recommends that the government, non-governmental organization, gender activists and traditional leaders should continue advocating and strengthening gender equity among businessmen and women and community at large through public speech and community sensitization meetings, so as to impact more knowledge about gender equity and change the situation in order for men and women to have equal chances to different roles in family business.

Keywords: Gender, gender roles, gender dynamics, family business

2.2 Introduction

Gender roles are often present in family businesses. Gender roles are socially determined, change over time and are influenced by social, cultural and environmental factors characterizing a certain society and community. Gender roles aim at setting boundaries between what is perceived as appropriate for women and for men in the society (ILO, 2008). Family businesses are organizations that are either owned by a family, managed by a family, monitored by a family, or show a combination of two or all the three aspects (Memili, 2015). Men and women perform different roles in the family business operations as men tend to dominate the businesses more than women. This situation is caused by norms and believes that is the responsibility for men therefore men are key players and owner of most businesses particularly in Morogoro area. The working environment in family businesses displayed cultural traditions that placed women and men in different social positions and different works as well as different business responsibilities. The family's economic wellbeing therefore encounters a different mix of work and responsibilities between men and women (Jaka and Blaz, 2009). According to Rowe and Hong (2000), a number of women simultaneously manage the household and work in the family business, thereby struggling to perform both responsibilities.

The Small and Medium Enterprise sector (SMEs) in most countries includes a predominance of family businesses (Nordqvist and Melin, 2010). SMEs contribute in creating jobs, promoting economic growth and reducing poverty in poor countries (Lint, 2012). SMEs are recognized worldwide as a vehicle for stimulating economic growth. Majority of businesses are owned by families or groups of relatives and that these businesses make an important contribution to the economy (Visser and Tsoka, 2014). Family businesses in Tanzania play a pivotal role and become gateway towards reducing

Poverty. The economic prevalence and importance of this kind of business are often underestimated (Coy *et al.*, 2017).

Family business is a unique combination of ownership control by two or more members of a family or partnership of families and the influence by family members on the management of the business, whether by being active in management or by serving as advisors and concern for family relationship (Poza, 2014). According to Danes and Amarapurkar (2001) family members should effectively be involved to the family business. Involvement in a family business means being part of the family business, how men and women of different age groups perform their roles in the business and how bonded the members are. Not being adequately recognized and involved in running the business and making business decisions creates tensions out of the dissatisfaction about the operation of the business (Danes *et al.*, 2002).

Business has emerged as a career choice for both men and women of different age groups, that choice has disrupted traditions about how they manage their work lives and negotiates the overlap of their business activities and family obligations. Both men and women engage in family business although the roles among them differ and change. The differences observed are due to the norms and culture where the roles are constructed, gender roles are socially constructed from the societies. This study intended to know what men and women do in family business so as to know whether these dynamics affected the family business.

2.3 Methodology

The study was conducted in Morogoro Municipality in Morogoro region, Tanzania. The study involved family businesses of the Morogoro municipality. Morogoro region

has diversity of tribes and people with different norms and culture hence the study observed the gender dynamics among people of different culture and norms. The study adopted cross sectional research design. The design has been considered appropriate for the study because it accommodates large number of study units, especially when there is a constraint in resource including time.

The unit of analysis included shopkeepers, because they are the most common family businesses operators in the municipality. The study selected all those businesses in which there is family involvement such that the business is either owned by a family, managed by a family, monitored by a family, or shows a combination of two or all three aspects. Simple random sampling technique was used to select wards and respondents for the study. The sample size for the study was 138 respondents and it was estimated by using sample size formula (Israel, 2012). The study was conducted in four wards which were, Chamwino ward, King'olwira ward, Kilakala ward and and Uwanja wataifa ward.

The questionnaire was the main instrument for data collection. It was used to collect data on socio-demographic characteristics of the respondents and the gender roles in family business. SPSS version 21.0 computer program was the tool for analysis. Data were analyzed using descriptive statistical analysis as frequencies and percentages were presented in tables. Inferential statistics was performed through chi- square in testing hypothesis to determine whether there was a significant association between decision making roles and success of family business, as well as association between experience of business and success of business.

2.4 Results and Discussion

2.4.1 Demographic characteristics of the respondents

The following section presents the demographic characteristics of the respondents which include sex, age, education, main occupation and marital status as shown in Table 2.1 below.

Table 2.1: Demographic characteristics of the respondents (n=138)

Characteristics	Frequency	Percent
Sex		
Male	67	48.6
Female	71	51.4
Age		
20-30	49	35.5
31-40	55	39.9
41-50	24	17.4
51-60	8	5.8
61-70	2	1.4
Education		
No formal education	21	15.2
Primary level	59	42.8
Secondary level	44	31.9
College/University	14	10.1
Occupation		
Farming	29	21.0
Civil servant	6	4.3
Private sector employee	3	2.2
Shop keeper	63	45.7
Petty trade	15	10.9
Self employed off-farm	22	15.9
Marital status		
Single	27	19.6
Monogamously married	92	66.7
Widowed/widower	3	2.2
Divorced/Separated	8	5.8
Co-Habit	8	5.8

Table 2.1 shows the demographic characteristics of the respondents who were involved in the study. The results showed both male (48.6%) and female (51.4%) were involved in family business although there were relatively more female. It is because most women were observed to engage in daily shop activities of the family businesses. Moreover, the

results imply that there was a slight difference among the number of men and women who participated in the study as more women were found in small and medium family businesses selling the products in the shops hence participated more in the study. The respondent's age characteristics showed that 92.8% of their age range from 20 to 50 years while only 7.2% range 50 and above. This implies that, majority of respondents in the study were from active working group and matured enough to take part in the business activities.

Education level of the respondents showed that majority of people who engage in family business had low education level by 74.7%.while only 10.1% had college education and 15.2% had no formal education. The results are similar to another study about gender roles by Jaka and Blaz (2009) obtained same results which revealed education level is generally low in family business, although in this study it was revealed that some few had no formal education at all and capable of running business. These results imply that majority of people involved in small and medium family business had formal education and capable of performing different tasks which needs knowledge and skills, making decisions, and controlling the businesses. The trend of the respondent's main occupation showed that majority depend on businesses as their main occupation followed by those who employ themselves somewhere else. This means at most, people who are employed do not run small and medium family business while those who are not employed involve themselves in small and medium family business.

The results showed the respondents marital status at most were married and the rest were not married. Therefore the running and success of family businesses involves cooperation and sharing of roles and responsibilities between spouses and other family members.

2.4.2 Gender roles in family business

Men and women undertake different roles in family business. The following are the gender roles associated with men and women in family businesses operating at Morogoro Municipality. The results in Table 2.2 showed important roles operating in family business, which were decision making, ownership and planning of the business roles.

Table 2.2: Gender Roles in family business (n=138)

Gender Roles		Frequency	Percent
Ownership Role	Man	76	55.1
	Woman	50	36.2
	Both man and woman	8	5.8
	Both including children	4	2.9
Decision Making Role	Man	76	55.1
	Woman	27	19.6
	Both	35	25.4
Planning Role	Man	72	52.2
	Woman	36	26.1
	Both	30	21.7

Family business means involvement of family members into the business although full ownership can be given to particular individuals. There are different responsibilities that should be done by the owner hence the main owner of the business should be well defined.

The results revealed that mainly men had the role of ownership of family businesses by 55.1% (Table 2.2) then followed by women, and some of which were owned by both men and women. Lastly as the results showed only few businesses were owned by both men and women and children. These results are similar to other scholars like Danes *et al.*, (2002) who studied gender roles in family business and found that men dominated in ownership of business and women were moderately represented in the ownership

structure of family businesses and consider this issue to be fairly unimportant. As well as Cappuyns (2007) results showed the presence of the male side to hold positions of power in the business. Therefore this study results imply that with the type of business the respondents had, higher percent of men owned the business which can be caused by traditional norms that men are household head which goes into the business and delegate ownership to men.

Decision making role was identified in family business and the results revealed that mainly men took the role of decision making of family businesses (55.1%), followed by business whereby the decision is made by both men and women, but women have limited decision making roles as the study observed few women pursued that role. As the study found that majority of business were owned by men that influenced men to become the decision makers in businesses. These results imply that there is no equality in decision making as men dominate decision making role in the business. It means that women have low capabilities in making final decisions in business that is why the results revealed fewer women who were the final decision makers. These findings are similar to Cappuyns (2007), who revealed same results that women roles in business decision making is still extremely inadequate. The results may also imply that the adequate role of men in decision making influence successful family business.

The results from the same Table 2.2 also showed that planning about the business is the role which is equally dominated by men (52.2%). It is similar to the results by the studies conducted by Jaka and Blaz (2009) and Fitzgerald and Muske (2002) which showed men dominated in management and planning. Men were dominating founders who took over the planning role and women were left with the supporting role so women rarely perform

the management role in family business. It implies that men are the key planners in majority of the businesses.

Table 2.3: Business activities done by family members (n=138)

Activity	Age	Gender categories	Yes		No	
			Frequency	Percent	Frequency	Percent
Procurement of products	18 – 35 years	Male youth	56	40.6	82	59.4
		Female youth	36	26.1	102	73.9
	36 – 55 years	Middle aged male	41	29.7	97	70.3
		Middle aged female	29	21.0	109	79.0
	≥ 56 years	Old male	4	2.9	134	97.1
		Old female	1	0.7	137	99.3
Record and bookkeeping	18 – 35 years	Male youth	51	37.0	87	63.0
		Female youth	45	32.6	93	67.4
	36 – 55 years	Middle aged male	34	24.6	104	75.4
		Middle aged female	43	31.2	95	68.8
	≥ 56 years	Old male	4	2.9	134	97.1
		Old female	5	3.6	133	96.4
Selling of products	≤ 17 years	Male children	6	4.3	132	95.7
		Female children	8	5.8	130	94.2
	18 – 35 years	Male youth	53	38.4	85	61.6
		Female youth	56	40.6	82	59.4
	36 – 55 years	Middle aged male	38	27.5	100	72.5
		Middle aged female	47	34.1	91	65.9
≥ 56 years	Old male	4	2.9	134	97.1	
	Old female	5	3.6	133	96.4	

Table 2.3 above shows the activities performed by members of the family. The findings showed that all activities were performed by men and women of all age groups although not uniformly to all ages. Procurement of products was associated with mostly men as a large number of respondents agreed on that especially youth and middle aged do

procurements, this imply that they are the most active and working group. There is slight difference of youth and middle aged female who do the procurement and who do not, so they as well engage in procurements of products. The capabilities to carry stuffs are much more to youth and middle aged more than aged and children. The results in record and book keeping showed children and aged people are slightly involved in recording and booking, most of them are not involved to it. Youth men and women are mostly involved in recording and booking as a large number of them agreed on performing that activity. This implies that children and old aged people do not have capabilities in record and book keeping that is why they were slight involved into it.

Mostly the middle aged and youth do the selling of goods or products especially women. This means, this activity is more likely to be performed by women as they spend most of their time to the business more than men. These results were similar to the study of Jaka and Blaz (2009), and Curimbaba (2002) observed that women do the recording, booking and selling and that women occupy the second rank on the business functions traditionally finance and accounting or sales and men take on the managerial position. These results are similar to this study as men have been revealed to be involved in selling of products in small and medium business at a lower extent than women in Morogoro municipality. Children and old age people were slightly involved in selling due to inability and limited skills to perform the activity.

Table 2.4: Establishment of the family business (n=138)

Gender category	Frequency	Percent
Man	83	60.1
Woman	37	26.8
Both	18	13.0

The results from Table 2.4 show that family businesses are to a large extent established by men (60%), then some by women and a few established by both men and women. This implies that women do not involve themselves in business activities as much as men do and most women just support and are involved in operations of business which themselves did not establish. Men are capable of establishing businesses by themselves. This can be caused by cultural norms that men are ones to engage in economic activities and provide for households needs, access to capital, have more knowledge and skills than women. This situation influences many roles to be dominated by men who established the businesses and women will be supporters and play limited roles in the businesses. The results are similar to a study of family business by Jaka and Blaz (2009), which revealed the startup phase of family business, mostly involved men since in their studies the largest percent of businesses were established by men then followed by a joint undertaking of the couple, and only some few were initiated by women.

2.4.3 Gender roles and factor associated with success of family business

In this study it was hypothesized that there is no relationship between the decision making roles and success of family business. As well as there is no relationship between business experience and success of family business. This was done using the chi-square test as reported in Table 2.5 and Table 2.6.

Table 2.5: Success of the business by the decision making role (n=138)

Decision Making role	Success of family business					
	Increase		Decrease		No change	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Men	44	57.9	13	17.1	19	25.0
Women	11	40.7	10	37.0	6	22.2
Both	26	74.3	5	14.3	4	11.4

Pearson Chi-Square (χ^2) =9.798df=4 Sig. at $P \leq 0.05$ P=0.04

Data in Table 2.5 shows decision making role played by men highly influenced the success of family business as the power of decision making is more associated with men than women in family business. The study rejected the null hypothesis of no significant relationship between the two variables as the results revealed that there was statistically significant relationship between decision making role and success of family business. Therefore decision making roles as dominated by men influenced the success of family business. When the decision making is made by women there is high decrease in success of business this is due to inadequate of knowledge, skill, and self confidence as men do have, all these aspect are socially constructed within the societies.

Table 2.6: Success of the business by experience (n=138)

Experience	Success of family business					
	Increase		Decrease		No change	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Men	34	53.1	10	15.6	20	31.3
Women	12	85.7	1	7.1	1	7.1
Both	35	58.3	17	28.3	8	13.3

Pearson Chi-Square (χ^2) =12.030 df=4 Sig. at $P \leq 0.05$ P=0.017

Data in Table 2.6 shows experience of the business by both men and women influenced the success of family business although men were revealed to have more business experience than women due to the traditional role of men to be the household providers where it gave chance to men to obtain more experience in business by which influence the success of business. The study rejected the null hypothesis of no significant relationship between the two variables as the results revealed that there was statistically significant relationship between experience and success of family business. Therefore experience by men and women influenced the success of family business.

2.5 Conclusions and Recommendations

It is apparent from the results that men and women in family businesses are assigned different roles which are socially constructed from the societies. Each role assigned to the person is important to facilitate development of the family business. Businesses facilitate the welfare of the families. Men and women perform different roles in the family business operations as men tend to dominate the businesses more than women.

Moreover, there is the presence of gender inequalities in family business operations. The norms and traditions particularly in African culture mostly at Morogoro region have created most roles in family business assigned to men and few to women thus women have to listen to men decisions, this situation discourage women to work hard and can lead to inappropriate decision making and practices towards the business hence it is among the causes of failure or decrease of achievements of family business. Women are more assigned to traditional role in families such as child rearing, caring for the family and household responsibilities. Most of family businesses are owned and established by men so the fully control is to men which makes majority of decisions on profit and the business at large and activities to be performed by men as they take full ownership of

business. This situation does not mean that women are not capable of making decisions and performing most business activities, in the background women make their own decisions but the tendency of ownership of businesses to be mostly to men leads women not to perform equal roles as men hence create these gender differences in family businesses in Morogoro.

The study recommends gender activist, traditional and religious leaders should emphasis and facilitates gender equity to the societies/communities through public meetings, and seminars. As well as capacity building to women so that they can have self confidence, be independent in making decisions, increase skills and experience. This can change the situation of men to dominate in most of the roles by changing their belief on the norms that certain roles are for men and not women as well as to emphasis women on participating more on business or economic activities. The policy makers should include gender equity to the policies and create favorable environment to allow more women to engage in development activities such as businesses for their economic improvements.

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CHAPTER THREE

**3.0 GENDER RELATED FACTORS INFLUENCING SUCCESS OF FAMILY
BUSINESS: A CASE OF SMALL AND MEDIUM FAMILY BUSINESSES IN
MOROGORO MUNICIPALITY, TANZANIA.**

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3.1 Abstract

The difference of men and women's role in operation of the family business may affect the success of family business. This paper aimed at determining how gender related factors influence success of family business. A cross-sectional research design was adopted in the study. Simple random sampling technique was used to select four wards and 138 respondents for the study. Ordinal logistic regression was used to estimate the influence of gender related factor in success of family business. The attitudes of men and women towards managing the family business were measured by likert scales. Findings from ordinal logistic regression model revealed that age of the owner, traditionally women supporting role, difference of experience and traditionally undervaluing of women were important predictor for influencing changes in success of family business ($p < 0.05$). Findings from the likert scale showed that most of respondents (87.0%) had positive attitudes towards the difference associated to men and women in managing the family business. There is the difference upon men and women which is contributed from society norms and believes. The study concludes that differences observed among men and women in business are caused by difference in skills, knowledge, opportunities obtained among women and men. The study recommends that, the LGA (Local government authority), NGOs (Non-governmental organizations), gender activists and business experts should build capacity and promote more opportunities to women so as to reduce the difference which were observed between men and women in business that affect the business success.

Keywords: Family business, gender related factors.

3.2 Introduction

A gender disparity between women and men is an important aspect to consider towards the achievement of the business success. Human beings are born either male or female according to the biological aspects but gender is the meanings attached to the differences between women and men within society (Costa *et al.*, 2001). A person's sex as to whether male or female is based on physiological characteristics whereas a person's gender that is masculinity or femininity is based on differences in social experiences (Ahl, 2006). Gender relationships vary in different environments and social-economic contexts. Men and women in societies are given different roles, activities, responsibilities, authorities and levels of power and values, which has resulted in the gendered division of labor, gendered access to resources, such as land and education; and men's more dominant control over decision-making processes (Nchimbi, 2002).

Family businesses as those in which two or more members of the same family control, are directly involved in, and own a majority of the business (Hatten, 2012). Majority of businesses are dominated by masculinity this marginalizes women and renders them invisible (Henry *et al.*, 2016). Some negative themes related to women are persistent for instance, many scholars use male norms to judge women's activities merely comparing men and women, with little or no attention paid to constructions of gender (Ahl and Lewis, 2006). However, this practice neglects the fact that masculine and feminine aspects will be incorporated into the process of business growth for both men and women. That is to say gender could be a vital aspect of business growth intention. According to Corman and McKinney (2001), Gender differences exist as well in managerial roles in family business.

The study investigated and revealed the gender differences that men and women act differently in managing family business. Even though there is a growing number of women owning and in managing of family business, the studies determined that women are more cautious, less confident, less aggressive, and easier to persuade, and have inferior leadership and problem solving abilities. Also women have been found to be more dependent and have a greater concern for others, while men have been characterized as more independent. Thus, women have been described as peacemakers and mediators in their roles as family business owners and managers (Sonfield and Lussier, 2004). The studies revealed the difference of men and men but did not clearly show how the difference in gender factors can affect the family business which is the focus of this study.

Moreover Coleman (2016) and Davis and Shaver (2012) studied about gender in business and delineates that women owned businesses tend to have lower levels of growth and remain smaller than men-owned businesses. There is the existence of a gap between men and women in business, this gap affect the business performance. However, much of the research concerning these family businesses has investigated the differences in the levels of startup activity between men and women (Jennings and Brush, 2013). Compared to male entrepreneurs, female entrepreneurs tend to pursue goals such as balancing work and family roles and have preferences for employee relationship and society satisfiers which in turn may detract from economic performance or growth of business (Eddleston and Powell, 2008). But the differences upon business performance are affected by the difference of gender and this paper is interested to know which gender related factors affect the business success.

3.3 Methodology

The study was conducted at Morogoro Municipality in Morogoro region, Tanzania. The study involved family businesses of Morogoro municipality. Morogoro region has diversity of tribes and people with different norms and culture hence the study observed the gender dynamics among people of different culture and norms. The study adopted cross sectional research design. The design has been considered appropriate for the study because it accommodates large number of study units, especially when there is a constraint in resource including time.

The unit of analysis was the shopkeepers in the municipality. The study choose all those businesses in which there is family involvement such that the business is either owned by a family, managed by a family, monitored by a family, or shows a combination of two or all three aspects. The sample size for the study was 138 respondents and it was estimated by using sample size formula (Israel, 2012). Simple Random Sampling technique was used to select the four wards and 138 respondents for the study. The study was conducted at Chamwino ward, King'olwira ward, Kilakala ward and Uwanja wa taifa ward. The primary data was collected using structured questionnaire which comprised of both open and close ended questions as shown in Appendix 1.

The attitudes of men and women towards managing the family business were analyzed by likert scale to reveal the positivity and negativity of the differences in managing the family business. Ordinal logistic regression was used to establish the gender related factors influencing success of family business. Ordinal logistic model was chosen for the study as the dependent variable is measured at ordinal level and indicated by three ranks. Independent variables are the mixture of continuous and categorical variables.

The dependent variable (Y) which was the level of success of the business were categorized into three levels of changes in profit of business (1= Low, 2=Medium and 3= High level and the explanatory variables were 10. The independent variables included age of the owner, education level of owner, difference of age between spouses, marital status, women supportive role, women dependency, undervaluing of women contribution, male dominance and difference in experience. Thus the empirical ordinal regression model is specified as follows:

$$P(y) = \frac{e^{\alpha + \beta_1 x_1 + \dots + \beta_k x_k}}{1 + e^{\alpha + \beta_1 x_1 + \dots + \beta_k x_k}} \dots \dots \dots \text{Equation (1)}$$

Whereby,

$P(y)$ = the probability of the success alternative occurring

e = the natural log

α = the intercept of the equation

β_1 to β_k = coefficients of the independent variables

x_1 to x_k = independent variables entered in the regression model

X_1 = Age of the owner of the business (in years)

X_2 = Sex of the owner (1 if the owner is a male and 0 if female)

X_3 = Difference of age between spouses (in years)

X_4 = Marital status (1 if the owner is married and 0 if not married)

X_5 = Women supporting role (1 if yes and 0 if no)

X_6 = Women dependency (1 if yes and 0 if no)

X_7 = Undervaluing of women contribution (1 if yes and 0 if no)

X_8 = Male dominance (1 if yes and 0 if no)

X_9 = Education (1 if educated and 0 if not educated)

X_{10} = Experience of the business (in years)

3.4 Results and Discussion

3.4.1 Gender related factors affecting success of family business

Findings from Ordinal Logistic Regression model revealed that age of the owner, traditionally women supporting role, difference of experience and traditionally undervaluing of women were statistically significant on influencing changes in success of family business ($p < 0.05$) as shown in Table 3.1 below.

Table 3.1: Gender related factors affecting success of family business

	Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Age	.074	.027	7.738	1	.005**	.022	.127
Age difference	-.096	.070	1.858	1	.173	-.233	.042
Difference in Experience	-.139	.070	3.947	1	.047**	-.276	-.002
Sex	.441	.470	.882	1	.348	-.480	1.363
Marital status	-.777	.626	1.539	1	.215	-	.450
Women supporting role	1.801	.675	7.109	1	.008**	.477	3.124
Women dependency	-.023	.478	.002	1	.962	-.961	.915
Undervaluing women	-.766	.444	2.984	1	.084*	-	.103
Male dominance	-.366	.469	.609	1	.435	-	.553
Education	.665	.563	1.396	1	.237	1.285	1.768

Model Summary: Cox and Snell $R^2 = 0.195$, Nagelkerke $R^2 = 0.229$, Model fit information Chi-square 26.183 ($p = .004$) * means the variable is significance at the 0.1 level, ** means the variable is significance at the 0.05 level.

The results from ordinal regression revealed that the age of the owner of the business was significantly and positively influenced the success of the business (wald = 7.738, ($p < 0.05$)). An increase in age of the owner increases the probability of success of family

business by 0.074. Difference of business experience was significantly and negatively influenced the success of the business. As difference of experience increase by one unit, there is the probability of decrease of business success by 0.139. The results are similar to study by Fairlie and Robb (2009) which found that differences in experience contribute to the business performance gap between men and women in business whereby difference in experience contribute to underperformance of the business. The results imply that experience of the business have affect to the success of family business.

Moreover traditionally women supporting role significantly and positively influence the success of family business Wald = 7.109, ($p < 0.05$) and the increase of support of women in business increase the probability of business success by 1.801. This explains that success of family business is influenced by the support provided by women in running of the business. Moreover, the respondents were asked as to whether women contribution is undervalued in family business and the results showed that undervaluing women contribution significantly influence the success of family business Wald = 2.984, ($p < 0.01$) and the increase of undervaluing women in family business the decrease the probability of success of family business by 0.766. As also reported by Cappuyns (2007) and Ritch *et al.* (2002) who did a study and revealed that the role of women within the family business is sometimes undervalued, women have in some way downplayed their contributions, and accept, minimum recognition for the amount of effort they are willing to make towards the business, by means of proposing advices and support for critical issues the business has to face due to the deep rooting of traditional family roles, the work that women do for family business has not been properly acknowledged. This implies that undervaluing of women contribution in business affect the success of the business.

3.4.2 Attitudes of men and women towards managing the family business

Respondents were asked to state their attitudes towards managing the family business. The attitudes were measured in 5 likert scales that are Strong Disagree, Disagree, Neutral, Agree and Strong Agree on the given 10 statements (5 positive and 5 negative statements). To make it easy for comparison 5 scales categorized into 3 scales that's Disagree which includes all the responses of Strong Disagree and Disagree, Neutral which include only responses of Neutral and Agree which includes all the responses of Agree and Strong Agree as seen in Table 3.2

Table 3.2: Attitudes on managing the family business (n=138)

Statement	Disagree		Neutral		Agree	
	Freq	%	Freq	%	Freq	%
Women cannot manage well the business since they are responsible for the taking care of children, family and household responsibilities.	72	52.2	5	3.9	61	44.2
Men are more expected to be involved in controlling the business.	34	24.6	20	14.5	84	60.9
Men are more independent and confident in running the business.	47	34.1	13	9.4	78	56.5
Female have limited decision making roles in family business.	82	59.4	18	13.0	38	27.5
Women take better care of the relationships among family members and customers.	68	49.3	17	12.3	53	38.4
Women contribution is not well appreciated in family business.	58	42.0	23	16.7	57	41.3
Women are more careful in business.	58	42.0	14	10.1	66	47.8
Women are less confident in business.	69	50.0	23	16.7	46	33.3
Due to male dominance women are often prevented from playing key roles in business.	89	64.5	17	12.3	32	23.2
Family businesses managed by women are more successful.	61	44.2	15	10.9	62	44.9

Moreover, in order to determine gender attitudes towards managing the family business the attitudes index scale was constructed as follows. For every positive statement the response of Disagree scored 1, Neutral scored 2 and Agree scored 3 and for every negative statement the response of Disagree scored 3, Neutral scored 2 and Agree scored 1. Therefore, maximum score was 30 scores, average score was 15 scores and minimum was 10 scores.

The scores categorized into 10-14 indicate negative attitudes, score of 15 indicate neutral attitudes and score of 16-30 indicate positive attitudes. Hence, results presented in Table 3.3 shows that 8.0% had negative attitude, 5.1% had neutral attitude and 87.0% had positive attitude.

Table 3.3: Attitude Index Scores (n=138)

Scale	Remarks	Frequency	Percent
10 – 14	Negative Attitude	11	8.0
15	Neutral Attitude	7	5.1
16 – 30	Positive Attitude	120	87.0

This results shows that most of respondents had positive attitude towards the difference of men and women in managing the family business. The observation is similar to what has been reported in the study about different gender categories towards managing the family business by Jaka and Blaz (2009). These results are similar because both found that there is gender difference upon how the family business is managed for instance age of the owner of business or member who runs the business create some differences on how the business is managed. Moreover, the sex of the owner of business or member who runs the business as to whether male or female, create some difference on how the business is managed. This can cause effect to the business as it is believed when business is managed

by or involves individual of certain sex it can perform better. For instance, respondents agree that men are confident and independent in business more than women this can cause success of business which is run by men more than the one which is run by women because they are less confident and independent in managing the business.

3.5 Conclusion and Recommendations

Gender is essential aspect for consideration in achieving success of family business. Age of the owner can affect success of business because as age increased the individual become more determined and focused in business, women supporting roles play a big role in causing success of family business because women are creative and carefully towards business. Difference in experience is influenced by how individual engage and struggle more in business but also undervaluing of women contribution is mainly due to the cultural believes that men are ones to engage more and experienced in business than women and inequalities which undermine women that exist in the societies.

The study recommends gender activist, traditional leaders and religious leaders to put more emphasis and facilitates gender equity to the societies/communities through public meetings. This can change the situation of men to dominate in most of the roles by changing their belief to the norms that certain roles are for men and not women as well as to encourage women on participating more on business or economic activities. It is recommended that the government, non-governmental organizations and to continue advocating, strengthening and emphasizing gender equity and equality to by conducting seminars with businessmen and women in local areas to impact more knowledge and emphasizing on gender equality and equity between men and women.

The government, non-governmental organizations should continue to impact more knowledge by advocating, strengthening and emphasizing gender equity and equality by conducting seminars with businessmen and women in local areas. Furthermore, business experts should provide business education and skills to women through trainings, workshops and seminars so that women can increase experience in business so as to archive business success. The society should be encouraged to engage themselves in business for their economic empowerment. Traditional leaders should emphasis on gender equity to change people perception and value women contributions and to allow women to participate in business activities.

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CHAPTER FOUR

4.0 MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The aim of this study was to assess the gender dynamics of family business in Morogoro Municipality. The study focused on identifying the gender roles and to know whether gender related factor have effect to the success of family business so that at the end the effect observed has to be eliminated so as to achieve business success as well as attaining gender equality between men and women in family business which is the fifth goal of the sustainable development goals. The following are the summary of the major findings of this study and conclusions which at the end have some recommendations.

4.1.1 Gender roles in family business

The first specific objective was to identify the gender roles in family business so as to understand which roles are socially constructed among men and women in the operation of family business. The findings revealed that most of roles in family business were dominated by men such roles were ownership roles, decision making roles, planning and controlling. Women mainly perform the selling activities and book keeping. Moreover the norms and traditions have distributed some activities to be done by men and women. Women are more excluded from performing some business activities due to their traditional role in families such as child rearing, caring for the family and household responsibilities whereby in the societies the household responsibilities are seen to be women's role therefore limit women from performing some family business roles equally as men do. Some family business activities are performed adequately by men more than women because women are much more involved with the traditional roles in the families.

The study concludes that gender inequality exist in family businesses at it affects the success of family business. Due to male dominance in most of the roles it creates lack cooperation by the family members to the business which creates inappropriate decisions and practices toward working for the business which affect business not to attain its goals, whereby women can be discouraged to work hard hence reduces the business success and achievements.

4.1.2 The gender related factors affecting success of family business

The second specific objective was to determine the gender related factors influencing success of family business. Findings from ordinal logistic regression model revealed that age of the owner, traditionally women supporting role, difference of experience and traditionally undervaluing of women were statistically significant on influencing changes in success of family business ($p < 0.05$).

In conclusion, gender is essential aspect to put into consideration in achieving success of family business. Age of the owner can affect success of business because as age increased the individual become more determined and focused in business, women supporting roles play a big role in causing success of family business because women are creative and carefully towards business. Difference in experience is influenced by how individual engage and struggle more in business but also undervaluing of women contribution is mainly due to the cultural believes that men are ones to engage more and experienced in business than women and inequalities which undermine women that exist in the societies.

4.1.3 Gender attitudes in managing the family business

The third specific objective of the study was to analyze the gender attitudes in managing the family business. The objective focused on to understanding the men and women

attitude towards managing the family business. The attitudes were measured in 5 likert scales that are Strong Disagree, Disagree, Neutral, Agree and Strong Agree on the given 10 statements (5 positive and 5 negative statements). To make it easy for comparison 5 scales categorized into 3 scales that's Disagree which includes all the responses of Strong Disagree and Disagree, Neutral which include only responses of Neutral and Agree which includes all the responses of Agree and Strong Agree. The results showed that most of the respondents had positive attitude towards the gender upon managing the family business thus managing the family business.

Conclusively, the attitudes of men and women upon managing the family businesses are different and these differences are socially constructed within the societies. This situation brings effect to the successful of the family business.

4.2 Recommendations

Basing on the findings and conclusions made from the two papers in this dissertation the following are the recommendation which can be done.

4.2.1 Gender roles in family business

The study recommends gender activist, traditional leaders and religious leaders to emphasis and facilitates gender equity to the societies/communities through public meetings and speech. This can change the situation of men to dominate in most of the roles by changing their belief to the norms that certain roles are for men and not women as well as to emphasis women on participating more on business or economic activities. It is recommended that the government, non-governmental organizations and to continue advocating, strengthening and emphasizing gender equity and equality to by conducting

seminars with businessmen and women in local areas to impact more knowledge and emphasizing on gender equality and equity between men and women.

4.2.2 Gender related factors for success of family business

The study recommends the government, nongovernmental organization, business experts should put more emphasis and provide business education and skills to women through trainings, workshops and seminars so that women can increase experience in business so as to archive business success. The society should also be encouraged to engage themselves in business for their economic empowerment. Traditional leaders should emphasis on gender equity to change people perception and value women contributions and to allow women to participate in business activities. The study recommends the policy makers to put more emphasis on gender equity to the policies and create favorable environment to allow more women to engage in development activities such as businesses for their economic improvements.

APPENDICES

Appendix 1: Questionnaire for Gender dynamics of family business in Morogoro Municipality, Tanzania

I am Leah Y. Ngaga, a student of Sokoine University of Agriculture undertaking Master of Arts in Project Management and Evaluation. I am conducting a research concerning Gender dynamics in family business to assess gender roles, gender related factors for business success and attitudes of men and women toward managing the business. The information collected will be confidential for research process only. I am asking for your kind cooperation.

Section A: General Information

1. Ward name:
2. Date of interview:

Section B: Background Information

For multiple choice questions put a tick in the corresponding answer and for other questions fill in the blank with the correct answer.

1. Sex of the respondent.
 1. Male ()
 2. Female ()
2. Age of the respondent in (years) _____
3. Level of education of the respondent.
 1. No formal education ()
 2. Primary education ()
 3. Secondary education ()
 4. College/University ()

4. Main occupation of the respondent.

1. Farming activities ()
2. Civil servant ()
3. Private sector employee ()
4. Shopkeeper ()
5. Petty trade ()
6. Self-employed off farm ()

5. Who established the business?

1. Men ()
2. Women ()
3. Both ()

6. Marital Status of the respondent

1. Single ()
2. Monogamously married ()
3. Polygamous married ()
4. Widowed/Widower ()
5. Divorced/Separated ()
6. Co-Habit ()

7. What is the age of the husband/wife compared to yours?

1. Younger than wife/ husband, _____(years) ()
2. Same age with wife/ husband ()
3. Older than wife/ husband, _____(years) ()
4. Not applicable ()

8. What is your tribe? _____

9. What is the age of the business? (Years) _____

Section C: Gender Roles in Family Business

10. Who makes the final decisions in most of the aspects in the business?

1. Man ()

2. Woman ()

3. Both ()

10.1 If man, why?

10.2 If woman why?

10.3 If both why?

11. Who is the owner of the business?

1. Man ()

2. Woman ()

3. Both man and woman ()

4. Both including children ()

12. Who makes decision on the use of profit obtained?

1. Man ()

2. Woman ()

3. Both ()

12.1 If man why?

12.2 If woman why?

12.3 If both why?

13. Are other members of your family also involved in most of the business decisions?

1. Yes ()

2. No ()

13.1 If yes why?

13.2 If no why?

14. What are the roles of women in the family business?

15. What are the roles of men in the family business?

16. Who has the role of setting up plans and controlling your business operations?

- 1. Man ()
- 2. Woman ()
- 3. Both ()

16.1 If man why?

16.2 If woman why?

16.3 If both why?

17. Who perform the following activities in the business? (Put a tick in the answer)

SN	Activities	Gender groups				Why
		Man	Woman	Male Child	Female chi	
1.	Procurement of products to sell					
2.	Recording and book keeping					
3.	Selling of the products					

Section D. Gender Related Factors for Success of the Family Business

18. Do women advice and support their partners/husbands in running the business?

1. Yes ()

2. No ()

18.1 If yes why?

18.2 If no why?

19. Are women capable of making decisions in the family business without depending on men/ their husbands?

1. Yes ()

2. No ()

19.1 If yes why?

19.2 If no why?

20. Is the contribution of women undervalued in family business?

1. Yes ()

2. No ()

20.1 If yes why?

20.2 If no why?

21. Does the conservative tradition and culture affect the family business?

1. Yes ()

2. No ()

21.1 If yes why?

21.2 If no why?

22. Does the owner's age influence the success of the business?

1. Yes ()

2. No ()

22.1 If yes why?

22.2 If no why?

23. Does the sex of the owner influence the success of the business?

- 1. Yes ()
- 2. No ()

23.1 If yes why?

23.2 If no why?

24. Who are more experienced and skilled in running businesses between men and women?

- 1. Men ()
- 2. Women ()
- 3. Both ()

24.1 If men why?

24.2 If women why?

25. Who spend most of the time in the shop activities?

- 1. Man ()
- 2. Woman ()
- 3. Both ()

25.1 If man why?

25.2 If woman why?

26. Comparing from when you started your business up to now, how has your profit changed?

- 1. Increased ()
- 2. Decreased ()
- 3. No change ()

26.1 If increased why?

26.2 If decreased why?

27. Comparing from when you started your business up to now, how far have the number of products or services changed?

- 1. Increased of products offered ()
- 2. Decreased of products offered ()
- 3. No change of products offered ()

27.1 If increased why?

27.2 If decreased why?

28. What do you think are other gender related factors that affect the business success?

- 1. _____
- 2. _____

Section E. The Attitudes to the Success of Family Business

29. Rank the attitudes of men and women to the success of family business by putting a tick.

1. Strongly disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly agree

SN	Statement of various attitudes of men and women on the success of family business	1	2	3	4	5
1.	Women cannot manage well the business since they are responsible for the taking care of children, family and household responsibilities					
2.	Men are more expected to be involved in controlling the business					
3.	Men are more independent and confident in running the business					
4.	Female have limited decision making roles in family business					
5.	Women take better care of the relationships among family members and customers					
6.	Women's contribution is not well appreciated to other family members and customers.					
7.	Women are more careful in business than men					
8.	Women are less confident in business than men					
9.	Due to the male tradition, women are often prevented from playing key roles in family business					
10	Family business managed by women are more successful					

THANK YOU FOR YOUR COOPERATION