Bringing context to the foreground: Explaining the early-stage career development of next-generation family business members

Abstract: This study employs an interpretive grounded theory approach to explore how family contexts shape the early-stage career development of next-generation family business members (next-gens) in succession and non-succession careers. Career theories suggest that early-stage career development is an outcome of individual–context interaction. However, the current literature on careers in a family business offers limited insights into the enabling and constraining contexts within the family, such as the family social system, marriage, traditions, and cultural environment. In line with the systems theory framework of career development, our findings demonstrate that individual and family contextual interactions not only shape the careers of next-gens but also drive variations in succession and non-succession careers. Our study contributes to the literature by constructing an early-stage career development model that helps to explain the importance of marriage and family traditions in the early-stage career development of next-gen family business members.

Keywords: next-generation family members; family business context; career development; marriage; systems theory framework of career development

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1. Introduction

Early-stage career development has profound implications on the succession and non-succession career trajectories of next-generation family business members (next-gens) (Bloemen-Bekx, Gils, Lambrechts, & Sharma, 2021; Murphy & Lambrechts, 2015). Existing studies on careers in the family business literature contributed primarily to the understanding of the career intentions (Schröder, Schmitt-Rodermund, & Arnaud, 2011; Schröder & Schmitt- Rodermund, 2013; Zellweger, Sieger, & Halter, 2011), motivation (Akhmedova, Cavallotti, Marimon, & Campopiano, 2020), and decision-making (Murphy & Lambrechts, 2015) of next-gens. However, career development theories (Lent, Brown, & Hackett, 1994; Lent, Brown, & Hackett, 2002; Patton & McMahon, 2014; Skorikov & Vondracek, 2011) suggest that a career is an outcome of the interaction between an individual and specific aspects of the context. Context refers to the "circumstances, conditions, situations, or environments that are external to the respective phenomenon and enable or constrain it" (Welter, 2011, p. 167). In the family business setting, family social systems (Aldrich & Cliff, 2003; Bloemen-Bekx et al., 2021; Jaskiewicz & Dyer, 2017), marriage (Aldrich, Brumana, Campopiano, & Minola, 2021; Jaskiewicz & Dyer, 2017), traditions (Brännback & Carsrud, 2012; Eze, Nordqvist, Samara, & Parada, 2021), and the broader cultural environment (Krueger, Bogers, Labaki, & Basco, 2021) all act as contexts for the career development of next-gens. Accordingly, a few noteworthy studies (Murphy & Lambrechts, 2015; Schröder et al., 2011) explored the implications of growing up in a family business by investigating the relationship between family involvement and career development.

However, there is little research on specific family contexts, such as family social systems, marriage, traditions, and the cultural environment (Baù, Pittino, Sieger, & Eddleston, 2020; Jaskiewicz, Combs, Shanine, & Kacmar, 2017; Krueger et al., 2021; Kjellander, Nordqvist, & Welter, 2012) that may drive variations in succession and non-succession career trajectories. A fine-grained focus on these family contexts can contribute to the literature by providing new insights into the career-enabling and -constraining contexts embedded within the family. Therefore, this study explores how family contexts shape the early-stage career development of next-gens in the direction of succession and non-succession careers.

The lack of attention to context in family business research yielded two main problems: a partial explanation of phenomena and a lack of understanding of variation within family businesses (Jaskiewicz & Dyer, 2017; Krueger et al., 2021). Disregarding family contexts when studying the career development of next-gens limits the understanding of their career variations. Therefore, focusing on the interaction of family contexts and next-gens can provide more insight into how they navigate and construct their careers through family social systems, marriage, family traditions, and cultural environments (Helin & Jabri, 2016; Kjellander et al., 2012; Patton & McMahon, 1999). This study probes deeper into family contexts to obtain a richer understanding of the career development of next-gens.

To investigate next-gens' early-stage career development, we draw on the systems theory framework (STF) of career development (Patton & McMahon, 1999), which argues that career development is a complex process influenced by the interaction of individual and contextual features (Patton & McMahon, 1999). The STF considers individuals' subjectivity, and therefore enables us to capture the individual–context nexus and the next-gens' interpretations of career experiences (McMahon, 2014; Savickas, 2013; Watson, 2017). Hence, we take an interpretive

grounded theory approach (Bryant & Charmaz, 2010; Glaser & Strauss, 1967) to study the early-stage career development of 20 next-gens from Indian family businesses.

This study contributes to the literature in several ways. First, we extend the contextual dimension of career development literature on family businesses by moving beyond growing up in the family business and family involvement (Murphy & Lambrechts, 2015; Schröder et al., 2011) to more specific family contexts, such as the aforementioned social systems, marriage, traditions, and cultural environments. Additionally, our early-stage career development model explains succession and non-succession career outcomes shaped by the interaction between next-gens and family contexts. In this way, we contribute to career development theory specifically for family businesses and respond to Baù et al.'s (2020) call to apply a career theory lens to study family businesses. Second, our results demonstrate that in the patrilocal residence system, female next-gens are seen as temporary members of their paternal family and experience a "natural barrier" to embarking on succession careers. This finding extends our understanding of female succession barriers by moving beyond stereotyped roles, gender hierarchy, and primogeniture (Byrne, Fattoum, & Thébaud, 2019, Jimenez, 2009; Pauli, 2015). Moreover, our study extends the current knowledge of marriage (Jaskiewicz & Dyer, 2017) in family businesses and its implications for family structure and kinship. Finally, in the wake of increasing calls for research on family businesses and entrepreneurship beyond developed Western countries (Krueger et al., 2021; Welter, 2011; Welter & Baker, 2020), we shed light on career development within collectivist contexts in India, a developing country. A collectivistic society is a context-rich research setting that offers a high degree of cultural variation (Eze et al., 2021; Krueger et al., 2021). Thus, exploring family contexts in a collectivistic setting offers the opportunity to obtain a thorough explanation of the individual–context nexus.

The following section discusses the existing literature on career studies in family businesses and provides an overview of the STF and its relevance to research on the career development of next-gens.

2. Theoretical Background

2.1. Career and context in the family business

The career in family business research is of significant interest as the longevity and success of family businesses depend on their ability to inspire, attract, and retain qualified family and non-family leaders (Baù et al., 2020; Eddleston, Kellermanns, & Kidwell, 2018; Khanin, Turel, & Mahto, 2012). The career perspectives in family business research concentrated on the influence of family business background on the career choice of next-gens (Achtenhagen, Haag, Hultén & Lundgren, 2022; Chalus-Sauvannet, Deschamps & Cisneros 2016; Murphy & Lambrechts, 2015). Similarly, the motivation and traits of next-gens have been investigated to explore career intentions (Zellweger et al., 2011; Schröder et al., 2011). A stream of studies on careers also explains the succession process (Aronoff, McClure, & Ward, 2003), selection of a successor, career prospects, and retirement planning (Daspit, Holt, Chrisman, & Long, 2016). To advance the current understanding of careers in family businesses, Baù et al. (2020) suggested considering the careers of next-gens from the family dimension by incorporating career development theories. The empirical and theoretical literature on career development suggests that it is an outcome of the individual–context nexus (Lent et al., 1994; Lent et al., 2002; Patton & McMahon, 2014; Skorikov & Vondracek, 2011). In support of this notion, Pittino, Visintin, and Lauto (2018) found a complex interaction of contextual factors such as family embeddedness, formal education, and individual attributes that shape different career paths. Similarly, Zellweger, Nason, and Nordqvist (2012) posited that succession intention drivers exist at the individual, family, firm, and societal levels,

thereby arguing for the importance of the contexts surrounding next-gens. The careers of next-gens and the surrounding contexts are intertwined (Baù et al., 2020; Elfving, Brännback, & Carsrud, 2017; Kjellander et al., 2012; Pittino et al., 2018), where the surrounding context, like family social systems, marriage, traditions, and cultural environment (Bloemen-Bekx et al., 2021; Chua et al., 2012; Eze et al., 2021; Jaskiewicz & Dyer, 2017) have direct implications on the succession and non-succession career outcomes of next-gens. Family business research is a context-rich research domain. Heterogeneity within family businesses (Basco, Calabrò & Campopiano, 2019; Chua et al., 2012; Eze et al., 2021; Krueger et al., 2021) accounts for the presence of multiple contexts (Baker & Welter, 2017; Welter & Baker, 2020); thus, ignoring context within family businesses will lead to only a partial explanation of the phenomenon investigated (Krueger et al., 2021). Therefore, studying the career of next-gens with a focus on the family context combined with career theory will provide a holistic picture of career development and explain the variation in the careers of next-gens. Hence, in this study, we aim to understand how family contexts shape the early-stage career development of next-gens in the direction of succession and non-succession careers.

2.2. Career development and systems theory framework of career development

Career development refers to how individuals progress in their careers and interact within and across contexts throughout their employment (Brown, 2002; Greenhaus, Callanan, & Godschalk, 2000). The concept of "career" is the *combination and sequence of roles played by a person during the course of a lifetime* (Super, 1980). Recent studies indicate that a career is a social process (Kidd, 2006); accordingly, Herriot and Pemberton (1996:762) defined it as *the repeated renegotiation of the psychological contract.* The concept of a career as a social process (Herriot, 1992; Herriot, 2001; Herriot & Pemberton, 1996; Kidd, 2006) signals that an individual constantly

interacts with the surrounding context, where understanding the individual–context nexus is critical to unlocking career development. Different career theories offer an individual–context lens for understanding career development, such as social cognitive career theory (Lent et al., 1994; Lent & Brown, 1996), life-space theory (Super, 1980; Super et al., 1996), the STF (McMahon,1992), and sustainable career theory (Van der Heijden & De Vos, 2015). From these, we adopt the STF as the theoretical lens for our study. The STF is a career development theory with a systems approach designed to understand the complex interrelationships between individual and contextual factors (Patton & McMahon, 2014). It provides a metatheoretical framework by integrating different career theories and practices (McMahon, Patton, & Watson, 2013; Patton & McMahon, 2014). Moreover, it is viewed as a career counseling theory (Patton & McMahon, 2015) with a greater practical orientation.

McMahon's (1992) proposed STF in the development of a conceptual model of adolescent career development. McMahon's (1992) seminal work was initially derived from Vondracek, Lerner, and Schulenberg's (1986) developmental-contextual approach. Further, Patton and McMahon (1999) enhanced McMahon's (1992) original work using the STF to explain the dynamic interaction of different contextual factors in career development. The current version of the STF involves three interconnected subsystems:1) the intrapersonal, 2) social, and 3) environmental system of an individual. The *intrapersonal system* involves different intrapersonal elements that influence career decisions, such as age, gender, physical attributes, self-concept, motivation, personality, beliefs, attitudes, values, ethnicity, and interests. The *social system* comprises social contextual factors associated with career development, such as parents, peers, family members, workplace, education, mentors, and media. The *environmental system* comprises society, culture, tradition, community, socioeconomic status, institutional factors, job market

trends, and geographical location. These three subsystems interact to shape an individual's career, and this interaction is referred to as recursiveness. Specifically, the STF demonstrates how individuals interact with their social and environmental systems over time to progress in their careers. The STF, as a theoretical lens, has been applied in different contexts such as students' career development (Li & Jung, 2021; Stebleton, Diamond, & Rost-Banik, 2020), employee career development (McMahon, 2011), and refugees' careers (Abkhezr, McMahon, & Campbell, 2021).

The key benefit of the STF over other career development theories is flexibility in covering temporal aspects, fitting well with the concept of career as a social process (Herriot, 1992; Herriot, 2001; Herriot & Pemberton, 1996; Kidd, 2006). The STF assumes that career development is a continuous process throughout an individual's lifetime. Moreover, it is rooted in a constructivist approach that provides room to cover broader contextual factors, and it works well with non-Western populations (Patton & McMahon 2015). As family businesses are heterogeneous and complex, the STF lens enables us to cover a broader spectrum of contextual factors and to navigate the individual, social, and environmental contexts that shape the career development of next-gens. The STF provides us with an advantage in capturing the family context and aligns well with our exploration of the career development process.

3. Method

3.1. Empirical setting

We used an interpretive grounded theory approach to analyze a rich qualitative data (Bryant & Charmaz, 2010; Glaser & Strauss, 1967; Suddaby, 2006; Silverman, 2019) to explore how family contexts shape the early-stage career development of next-gens. This approach is appropriate for understanding social reality of early-stage career development from the inside

(Gibbs, 2007; Nordqvist, Hall, & Melin, 2009). It is also relevant for capturing a holistic picture of the phenomena of interest (Bika, Rosa, & Karakas, 2019; Creswell, 2013). Research covering a process and its context fits well with the interpretive qualitative approach (Bika et al., 2019; Eze et al., 2021; Fletcher, Massis, & Nordqvist, 2016; Murphy, Huybrechts & Lambrechts, 2019; Welter & Baker, 2020). Thus, the interpretive grounded theory approach allows us to develop an early-stage career development process from the next-gens' perspectives. Further, because family businesses are diverse and heterogeneous, the interpretive approach allows us to capture the different family contextual factors (Bika et al., 2019; Eze et al., 2021) associated with early-stage career development.

3.2. Theoretical sampling

Next-gens in the early stages of their careers undergo career transformation and are better positioned to explain how their family contexts interact to shape their career development. In accordance with the grounded theory approach (Charmaz, 2011; Corbin & Strauss, 1990), we selected participants based on theoretical relevance. We adopted Dust, Wang and Lai's (2020) definition, which states that the early-stage is the point in an individual's career where they "feel like a novice, remain open to different career paths and opportunities, and engage in a diverse range of work-related activities" (p. 4). We established theoretically relevant boundaries for early-stage careers to ensure uniformity among participants (Eisenhardt, 1989; Onwuegbuzie & Leech, 2007). The theoretical boundaries included the requirement that next-gens be in the early stage of their career, working as a successor, founder, or employee. We selected participants between 24 and 30 years of age. All participants were recruited within India to minimize the cultural effect on career development (Gaines, Gurung, Lin, & Pouli, 2006). To ensure variety within the phenomena of interest, we recruited participants from different regions and communities in India. Table 1

outlines participants' details, including pseudonyms, gender, age, family business, and current career status.

Purposeful sampling was used to identify the participants as it facilitates selection within theoretically relevant boundaries (Onwuegbuzie & Leech, 2007; Patton, 2002). Participants with theoretically relevant characteristics were identified from an alumni list from a large private university in India. We approached 30 participants (10 each, working as a successor, founder, or employee, who were between 24 and 30 years of age) and asked them about their career status and willingness to participate in the interview. Upon confirming career status and consent to participate in the study, we recruited 12 participants (eight men and four women). After the initial data analysis, we identified new patterns in the data related to gender, marriage, and parents' roles, which led us to recruit a new set of participants from the same list; thus, we included eight more participants to explore new patterns and ensure data saturation (Hennink, Hutter, & Bailey, 2011; Morse, Barrett, Mayan, Olson, & Spiers, 2002).

<<Insert Table 1 here>>

3.3. Data collection

In-depth interviews, which offered flexibility in capturing career development and associated contexts, were used as the primary data-collection tool. A semi-structured interview guide was developed to capture the phenomena of interest. Our interviews focused on understanding career development and context, enabling us to study them in greater depth. The guide included pre-determined open-ended questions related to family business background, childhood and early experiences in the family business, surrounding environment, engagement with different family members, career goals, drivers of career paths, and social and cultural norms associated with the career. These questions were designed to understand career development and

context from the perspective of individuals, parents, family, and the broader environment in which they are situated. As the interviews progressed, further questions were posed based on the discussion to obtain a deeper understanding of career development and context (DiCicco-Bloom & Crabtree, 2006). The interview guide was regularly upgraded based on new information obtained from the data; however, by the eighth interview, we had a settled interview guide. To ensure uniformity in data collection, we contacted participants who were interviewed earlier to discuss the newly added questions. The interviews were conducted in the middle of 2018 and lasted six months. The interviews were scheduled and recorded, lasting between 45 and 75 minutes each. The first author conducted all interviews to maintain uniformity in data collection. The interviews were conducted in English, as the participants had completed their studies with English as the medium of instruction, and the participants expressed their comfort with the use of English for the interviews. Three pilot interviews were conducted to ensure uniformity in data for conducting interviews in English. At the end of each interview, the author summarized the interview's key points and encouraged the participants to add new insights that had not been mentioned earlier.

3.4. Data analysis

Following the grounded theory approach (Charmaz, 2011), the data collection and analysis were conducted simultaneously. We adopted an iterative process based on theoretical assumptions, literature, data collection, and analysis to extract new themes emerging from the data and aligned the findings with previously known facts (Charmaz, 2011; Glaser & Strauss, 1967; Suddaby, 2006). In the first step, we performed a within-case analysis with a more liberal approach, focusing on coding the data irrespective of their theoretical relevance. The coding process was intensive as we coded the data line-by-line, ensuring we did not deviate from it and allowing us to extract the grounded meaning (Charmaz, 1990). Table 2 illustrates a sample of the coding process from the

interview transcript of participant Arifa, as she describes her initial engagement in the family business. The first author was involved in the coding process, and the second author acted as a reviewer, crosschecking the relevance of codes emerging from the data to ensure internal and external validity. We re-examined the transcript multiple times to clarify the meaning emerging from the data and marked the similarities and differences among the participants' responses (Murphy et al., 2019). In the second step, following the initial leads from line-by-line coding, theoretical framework, and family business literature, we identified the meaning emerging from the data. Thus, we adopted selective coding (Charmaz, 1996), which enabled us to transition from line-by-line coding to second-order themes. Table 3 illustrates this transition. In this step, we examined the data and literature and identified similarities between patterns emerging from the data and existing concepts in the literature. In the third step, we evaluated the overall meaning emerging from the data by analyzing second-order themes and sequentially grouping them to obtain the process model of early-stage career development. For example, we grouped *family's business link*, *working early in the family business*, and *family obligations* into the aggregate theoretical dimension of *initial career in the family business*. Figure 1 presents the actual process and significant outcomes of the analysis.

We continued coding from the interviews until we could not generate new conceptual patterns from the data; that is, until we reached the point of theoretical saturation (Suddaby, 2006). We halted data collection and analysis after multiple iterations and confirming that there were no fresh conceptual patterns. We followed two indicators, repetition in data and theoretical saturation, as in Murphy et al. (2019). Table 4 shows the repetition of the data and attainment of theoretical saturation.

<<Insert Table 2 here>>

<<Insert Table 3 here>>

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4. Findings

The insight from the analysis provides a retrospective overview of next-gens, their early days in the family business, their interaction with the surrounding context, and the development of their careers. Following this trail, our grounded model explains early-stage career development, starting with initial engagement in the family business, individual–context interaction, and the actual career path. Throughout early-stage career development, we observe the role of context in shaping careers. We notice that contextual factors of the individual, parents, family, and cultural levels are parallel in the broader context of intrapersonal, social, and environmental systems stated in the STF. Because we focus on the process of career development and associated contexts, we present the results in the process template. The grounded model (Figure 2) in the process template emerged from the analytical process. The grounded model explains the early-stage career development process of next-gens. In the following section, we explain each unit of the grounded model and how it emerged from the data.

4.1. Trigger for initial engagement in the family business

Next-gens are initially triggered by family traditions to engage in the family business. Especially in collectivistic cultures, family traditions are an important contextual factor that influences next-gens. Family traditions are embedded in the next-gens' cognitive processes and are associated with social norms surrounding religious practices and traditions. Mr. Nikil explains how traditions motivated him to engage in the family business.

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My grandfather and grandmother, they have a kind of traditional thinking, like my grandfather is not there anymore, but my grandmother and elder people they have, they still have the traditional feeling… we should always be in [the] family business. [Nikil]

We also observed that family traditions are associated with a family's religious identity. In India, many religious communities have traditionally been associated with family businesses. In other words, certain religious communities adopt business as their primary occupation, and participants from such traditional business communities described their identities in this manner.

We are traditionally a business family belonging to a business community, all my relatives are into business and doing business is our family occupation… Being from such a background, you automatically start engaging in the business… [Hari]

So being a Marwadi (religion) from a business class, we are supposed to be carrying forward the family tradition. You know business is rooted in our community. [Manu]

Family traditions create an environment within the family that pulls next-gens toward the business. For example, when asked about when engagement with the family business started, Mr. Mital responded, "I don't know, I was constantly in there since my childhood. It's like I grew up with my parents seeing what they do and imitating them." Although next-gens cannot indicate their motives or starting points in the family business, our data suggest that family traditions create an environment that acts as an initial trigger for next-gens to engage with the family business. In sum, next-gens are pulled toward the family business by family traditions. The cultural context of the family interacts with individual aspects of next-gens to trigger initial engagement in the family business.

4.2. Early-career engagement in the family business

Influenced by family traditions, next-gens engage in and begin to work in the family business. This stage occurs before they start their careers in the direction of succession or non-succession. Our observations indicate that all the participants we interviewed engaged and worked in the family business in one way or another, irrespective of their career path. Ms. Shoba (currently working as an employee of another company outside the family business) explained her early work in the family business: "[working at the] business was part of our daily life. In my school days, immediately after coming from school, I [rushed] to [the] shop along with my brother." The initial career of next-gens in the family business is associated with the family's business link, early work in the family business, and family obligations.

4.2.1. Family's business links

The *family's business links* are the connection of next-gens with the business side of the family. Mr. Hari explains the business link and how it benefits later in the career: "Since I was from a business family, it was easy for me to adjust myself with the business after my graduation." Next-gens develop a social and emotional attachment with the family and business. This attachment encourages next-gens to commit themselves to the family business and work for the business, irrespective of their future careers.

> Working for [the] business and helping [the] elders were part of the family norms. Being part of the family, I have always engaged in the work. [Raj]
>
> We have enjoyed each of the moments… there is a struggling time. We used to sit back and find other options […] to move on, and at the best times, we used to celebrate. [Aisha]

4.2.2. Early work in the family business

The family's business link brings next-gens to a common platform and motivates them to act as part of the cohesive unit. *Early work in the family business* is the actual work engagement

in the family business. Manu described his early contribution to the business: "In the beginning, working for the business and taking responsibility [gave me] a lot of happiness." This early work of next-gens enhances their bond with the family business through learning activities and knowledge sharing. Their involvement with the family business serves as a platform to understand it and share their ideas and perspectives with their parents and family members.

> I used to go there (the family business office) during my internship … He (father) wanted me to see the functions and everything happening there because he felt that I was [the] only one who could be trusted. [Mital]

> No responsibility, as such. My contribution, when I am free, I will go there (the family business office) and work; there is no obligation on my part that you [I] have to do this part of your [my] work. [Shoba]

> It (the family business) is managed by my dad and me… I [have been] involved in this business [for]from the last two years. I know everything about it. [For example,] what are the sales? Expenditures? Where are the 'bricks' delivered? Which consumers [are they]is it delivered to? How many orders are we going to receive this year? The targets for the future: who is the manager? All about the management. [Sara]

Parents and other family members orient the next-gens with the family business and foster their initial engagement. Parents' encouragement and involvement of next-gens enhances participation—the kind of work and the degree of engagement at this stage shapes early-stage career development within the family business. However, this early work in the family business is commonly seen in next-gens irrespective of their future careers. Further, being part of the family business and working early in the family business are part of a career, irrespective of succession or non-succession.

4.2.3. Family obligation

The family obligation mandates an initial career in the family business and encourages the engagement of next-gens. The participants strongly believed that the family business enabled their growth and development and gave them an identity. Salim expressed a sense of obligation: "I have got all the things that I wanted. This came from [the] family business, so I believe that… it is giving them back." Thus, he is obliged to return the favor by contributing to the family business.

> I don't feel it's the duty of a child to be with their family business. If the person is not interested of course, [they] won't be involved. If [they] feel like [it is] a duty to do it, of course, after a [short] span of time, they will leave it. So, I do not feel like [it is] a duty. Rather, I see myself as a successor. [Nikil]
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> Being the elder one (elder son) here, and [as] both my siblings are [too] young to be [in the] business right now, I have kind of like a compulsion, not compulsion as such, but, you know, a duty to go into it (family business). [Manu]

Additionally, the participants considered working for the family business as a responsibility, and all participants expressed a strong sense of belonging to and ownership of the family business. Thus, family obligation brings the next-gens closer to the business. In sum, the next-gens begin their early-career work in the family business. Early-career engagement in the family business is facilitated by the family business link that encourages the next-gens to connect with the business and adds to their work experience, and family obligation mandates early work in the family business.

4.3. Individual–context interaction

After the initial engagement in the family business, the career of next-gens takes the direction of succession or non-succession based on interaction with the family and social context. For example, Mital told us, "All my decisions on my future are interconnected with parents, family members, [the] family business, and even it's influenced by our family tradition… the background in which I was brought up also played a role in my career decision." We present the findings of the interaction of contextual factors relevant to the career development of next-gens. Further, this fine-grained analysis allows us to develop a grounded model for how contexts shape the early-stage career development of next-gens.

4.3.1. Interaction of gender and marriage

Our analysis indicated that an individual's gender roles and responsibilities interact with the cultural-level context and expectations of marriage in shaping careers, especially for women. Gender and marriage have specific relationships with family businesses and succession, and coexist as part of the culture and customs, especially in the Indian context. In most religious communities, after marriage, young women are not considered part of the family; instead, they are considered part of their husbands' families. We recorded the following descriptions from the female participants.

> When it comes to the discussion of who will lead the business, the question that I usually face from my parents and other family members is 'how will you handle the business after marriage?' and 'how will you manage your husband's family?' You know, the answers to these two questions are exactly opposite. You cannot manage both. [Mitra]

Nevertheless, women have legal rights to property and family businesses. All the female participants interviewed acknowledged the interrelation between gender norms, roles, and marriage, describing gender and marriage as major barriers to succession in their families'

businesses. Ms. Sara stated that, although she has support from her father, marriage acts as a barrier to succession.

It [gender as an issue] could be, but, as far as my family is concerned, it's not an issue and I am the oldest child, and I have three brothers after me. But he [father] always picked me as [the] one who [he] likes… being the first child and always took me around and [showed] me what [was] happening in the business… It [marriage] could be [an issue], because if you are married, then you have a different responsibility [It is] obviously [a] different issue. That could be like a barrier [to] succession, and it depends on how you are going to balance everything out. [Sara]

4.3.2. Support system to overcome gender and marriage issues

We observed the female participants currently leading their family businesses as successors and attempted to understand their perspectives on gender and marriage. Contrary to cultural norms, these female participants—currently the successors of their family businesses—described gender and marriage as not being an issue for succession. We also observed this pattern in some patriarchal and traditional families. Furthermore, women had family support systems to overcome gender and marriage issues.

Right now, there are many women entrepreneurs, so I don't think this (gender issue in succession) is a problem in my family. I don't know about others, but in my family, my father is the one, you know, [who] sent my brothers (for job career). They pushed me a lot (for succession), [and] they gave [me] a lot of support. I don't think that would be a problem for me. [Arifa]

I would rather choose a person (husband) who would, you know, support me with this (family business succession), like I would choose a person who already has a family

business because he will know my pain, right. So, [I would] definitely choose a person comfortable for me, so that will not be an issue. [Ariya]

Support systems that help female next-gens evade the cultural norms of marriage exist within the family. That is, support from parents, specifically, those who want to promote female successors.

Further, the denial of access to the family business as a result of gender and marriage-related issues motivates the next-gens to think beyond succession and focus on starting new ventures. Ms. Shoba (currently working for another company) was denied the successor position. Thus, she developed an independent motivation and had a long-term plan to become a founder.

Because [the] family is not allowing me to be part of [the] business, does not allow me to get into the family business, so probably I [will] start my own. I have certain knowledge, how the business works though I am not a pro in that… I am sure I will start [a] business. That is there somewhere in my blood. [Shoba]

In sum, the contexts of gender and marriage are intertwined, especially for women. Female next-gens recognize that marriage is an important context hindering succession in the family business. Furthermore, to overcome marriage-related career issues, some women rely on the support systems within the family and continue as successors. In general, the findings indicate that the female next-gens perceive marriage as a barrier to succession in the family business as the family treats them as part of the husband's family after marriage, but they overcome such barriers by using the support system within the family.

4.3.3. Parent-level factor and motivation

The parent-level context interacts with next-gens in shaping different career motivations. We observed parents as role models and parental control of careers as the major parent-level

context. The parental role model interacts with next-gens' motivations to develop succession or non-succession careers. Conversely, parental control interacts with independent motivation to develop a non-succession career.

4.3.4. Interaction of parental role model and motivation

Parents are closely linked to the career development of next-gens. All participants expressed a strong bond with their parents, whose performance and success develop motivation, self-efficacy, and other intrapersonal factors in next-gens. We noticed that parents' performance also serves as a benchmark for social comparison and future career aspirations. One of the participants, Ms. Arifa, admires her father's hard work and considers him a career role model.

> My Dad is 56 years old. He still works; he [is] always on business trips, [going] to each and every state, like every month. So, if a 56-year-old person can, you know, roam around to all the states and handle this business, why can't I? [Arifa]
>
> Seeing my father working that hard for so long, from the beginning of his career, you know, it makes me wonder how he does that? That motivates me. I should strive to be like him or more successful than him. [Suhas]

In some cases, parents' performance also leads to negative self-evaluation. The participants felt that they could not perform as well as their parents. Some participants acknowledged their parents' success and wanted to achieve similar success without parental support or using the family business as a springboard. Ms. Ariya expressed concerns about her future performance in the family business as she considered that she may not be able to perform as well as her father.

> I don't think I can work as successfully as he (father) [has worked]. That is one thing that terrifies me, so I am a bit hesitant about it. He has a lot of experience and built it all by

himself. He knows [the] ins and outs of it. I think I have a kind of restriction… in terms of socializing or relationships, I do not think I am as capable as he is. [Ariya]

I wanted something on my own… Yes, my dad has done a great job, but I do not want to take his name, and I decided to move out of [the family] business. This is why I started my own business. [Ravi]

Thus, the parental role model interacts with motivation to generate both succession and non-succession careers. The next-gens admire the parents' performance in the family business and consider them to be role models and want to follow their paths. This leads to succession careers as next-gens try to imitate their parents and achieve similar success. Further, this leads to a sense of belonging among the next-gens, who then consider the family business to be their legacy.

We also observed that the negative self-evaluation the parents' achievement generated led to non-succession careers for next-gens. The next-gens underestimate themselves and think it may be difficult to reach the same level of success as their parents'. They develop an independent motivation to leave the family business and try to attain what the parents achieved without support from the family business. Overall, the findings suggest that next-gens admire their parents' performance in the family businesses and consider parents as role models: (a) the parental role model positively influences next-gens' self-efficacy, leading them to become successors and (b) the parental role model negatively influences self-evaluation, leading to non-succession careers.

4.3.5. Interaction of parental control of career and independent motivation

We observed that parents try to control next-gens' careers in the early stages. The participants expressed that their parents tried to impose certain restrictions to influence the career path of next-gens. Parents direct them to a particular career path, usually a non-succession career. Parental control occurs by leading next-gens through strict norms or by emotionally directing them

by highlighting the negative aspects of other career paths. Further, parental control is intertwined with other aspects such as gender, family norms, and the future attractiveness of the family business.

> He (father) never wanted me to be in the business. Even my mother was strictly against my continuation in the business. It was their thinking… so I never got excited with the business or handling [it]. [Mitra]
>
> My dad always says there is no demand for a traditional business like ours… My dad wanted me to go for a bank job, which I don't like. I don't want to sit in front of a computer from 9 to 5. He used to say that it is a safer job. [Ravi]
>
> My parents' mindset is clear; they want me to go for a (corporate) job. They encourage me, but at the same time, they always say that it is difficult to manage the family business; it will be very hard for you. They are also concerned about society and other family members… So, I decided not to go against their wish and my current job gives me more flexibility and learning experience. [Surabi]

Parents try to control next-gens' careers through strict norms or by emotionally directing them. Thus, parental control interacts negatively to create an independent motivation to develop a non-succession career.

<<Insert Figure 2 here>>

The grounded model shown in Figure 2 is the outcome of the analysis and explains the next-gens' early-stage career development process. In the first stage, the next-gens are triggered by family traditions to engage in the family business. Family traditions are associated with religious practices and cultural norms, which create an environment that acts as an initial trigger that pulls the next-gens toward the family business. In this stage, the context of family traditions

interacts with the next-gens to develop the initial engagement in the family business. The initial trigger extends to early-career engagement in the family business through the family's business links, early work, and family obligations. Early-career engagement in the family business is a common pattern followed by next-gens, irrespective of their future career paths. In the second stage, the next-gens interact with the surrounding context that shapes a career in the direction of succession or non-succession. The cultural context of marriage interacts with female next-gens to shape a non-succession career; however, female next-gens use the family support system to mitigate the impact of marriage on their succession career. The parental role model and parental control interact with the succession motive and independent motive of the next-gens to shape their succession and non-succession careers. Further, individual–context interplay results in the direction of a succession or non-succession career. In conclusion, our model offers insight into how context shapes the early-stage career development of next-gens.

5. Discussion

5.1. Theoretical implications

This study explored how family contexts shape the early-stage career development of next-gens in the direction of succession or non-succession careers in the family business. In line with the STF, we focused specifically on individual–context interactions. Our findings and the resultant model of early-stage career development (shown in Figure 2) make several contributions to the literature. First, our main theoretical contribution is in the advancement of early-stage career development theory in family business. Previous research on next-generation careers highlighted the contextual implications of growing up among family business and involvement (Murphy & Lambrechts, 2015; Schröder et al., 2011) on succession and non-succession career choices. We extend this line of research by explaining the implications of family contexts such as family social

systems, marriage, traditions, and cultural environments (Baù et al., 2020; Krueger et al., 2021; Kjellander et al., 2012) that not only shape the careers of next-gens but also drive the variations in their succession and non-succession careers. By exploring family contexts, our findings confirm that next-gens construct their careers in constant interaction with different family contexts (Murphy & Lambrechts, 2015). Moreover, our results highlight that family contexts have both enabling and constraining factors. Drawing on the STF (Patton & McMahon, 1999), our findings demonstrate that next-gens interact with their family social systems, marriage, traditions, and religions at different temporal levels, which enables or constrains career development in family businesses. By bringing the family context to the foreground, our study contributes new insights into succession and non-succession careers and the enabling and constraining contexts within the family.

Further, by using the STF, we respond to Baù et al.'s (2020) call to apply career development theory to the study of the careers of next-gens. In doing so, we shed light on the implications of the family dimension (as a context) in shaping the career of next-gens, which is under-explored (Baù et al., 2020) in the family business career literature. Our model also adds to the career development literature (Cohen & Duberley, 2015; Duffy & Dik, 2009; Mayrhofer Meyer & Steyer, 2007). As we borrow the STF from the career development literature, we leveraged the unique context of the family business to add to this literature (Jaskiewicz, Neubaum, De Massis, & Holt, 2020) by explaining the role of the family business background in shaping career development within and away from a family business.

Second, individual–context interaction offers interesting insights from the interaction of norms regarding gender and marriage. Marriage is a common phenomenon in all cultures and is directly linked to kinship (Ember & Ember, 1971); however, we are unclear about its implication

(Aldrich et al., 2021; Kaye, 1999) on the next-gens' careers. Kinship is based on marriage; that is, bilateral descent (paternal and maternal ancestors are considered part of a single family) and unilateral descent (one parent, either paternal or maternal family, is considered) (Ember & Ember, 1971). In societies that follow patrilineal descent (only paternal members are regarded as a part of the family), the wife moves to the husband's family, known as a patrilocal residence (Ember & Ember, 1971). Thus, in the patrilocal residence system, female next-gens are seen as temporary members of their paternal families and have a natural barrier to succession careers. We found that female next-gens are considered part of the husband's family after marriage, due to the patrilocal residence system. Thus, female next-gens perceive marriage as a barrier to a succession career. Ward's (2000) study of Indian family businesses explains this phenomenon: "Daughters left their families of origin when they married into their new families through arranged marriages to husbands of equal means" (p. 274). Prior studies identified several barriers to succession for women in family businesses, including stereotypical roles, gender hierarchy, and primogeniture (Byrne et al., 2019; Jimenez, 2009; Pauli, 2015). We add to this literature by demonstrating that marriage and associated cultural practices (such as the patrilocal residence system) create a barrier that prevents female next-gens' career progress in family businesses.

Our research demonstrates the importance of the somewhat neglected context of marriage (Jaskiewicz & Dyer, 2017) in the family business and its implications for family structure and kinship. Our findings add to the ongoing discussion of how family aspects (Jaskiewicz et al., 2017) influence family businesses by introducing marriage as a critical phenomenon. In this way, we contribute to the literature linking family science and family business (Jaskiewicz & Dyer, 2017; Jaskiewicz et al., 2017) by exploring the consequences of marriage and associated cultural practices on the career paths of the female next-gens.

Third, we identified the effects of parents on early-stage career development. Although our data are not from the parents' perspective, we capture the next-gens' perception of their parents' behavior. Our findings complement the current view that parental behavior interacts with next-gens' career motivation (Criaco, Sieger, Wennberg, Chirico, & Minola, 2017; Garcia, Sharma, De Massis, Wright & Scholes, 2019). We provide a fine-grained explanation of how parents' behavior interacts with next-gens to shape different career outcomes. The parental role model develops a succession motive; that is, parents' superior performance enhances self-efficacy (Zellweger et al., 2011). It can also lead to negative self-evaluation among next-gens, which Criaco et al. (2017) regarded as a double-edged sword. Further, parental control forces next-gens to focus more on careers outside the family business. We also observed that parental control is emotionally applied to direct next-gens toward the parents' desired career path. Advancing from our current understanding of parental control (Garcia et al., 2019), we found that parental control is a deliberate measure that pushes next-gens away from the succession path. In summary, we contribute to the growing research on parents' role in succession (Criaco et al., 2017; Garcia et al., 2019; Zellweger et al., 2011) by explaining next-gens' appraisal of their parenting environment on their career trajectory.

Fourth, family traditions are a broader contextual boundary that shapes next-gens' careers. We found that elements of traditions are deeply rooted in next-gens, particularly in collectivistic societies, in line with Eze et al. (2021). Our results indicate that family traditions are associated with family religion, ancestral behavior, and family customs. Family traditions create an environment that draws next-gens toward the family businesses. In the Indian context, business is associated with religious communities (Iyer, 1999), where a particular religion/caste adopts business as its primary occupation. Previous studies offer limited insight into the role of religion

in career development (Eze et al., 2021). Our findings advance the ongoing discussion of religion and tradition in family businesses (Eze et al., 2021; Lu, Kwan & Zhu, 2021; Lumpkin, Martin, & Vaughn, 2008; Jaskiewicz et al., 2017; Suddaby & Jaskiewicz, 2020) by explaining that religion and tradition are intertwined and have implications for the career development of next-gens.

In the early stages of their careers, we found that next-gens are drawn toward the family business due to the family environment fostered by tradition. This environment infuses a sense of belonging and identity among next-gens. Broadly, this finding indicates that the concept of tradition from a collectivistic perspective is a fundamental aspect that keeps the family business intact and makes way for constructs such as identity (Lee & Shin, 2015) and socio-emotional wealth (Brinkerink & Bammens, 2018). Our findings extend Murphy et al.'s (2019) work on socio-emotional wealth (SEW) by indicating that tradition precedes SEW or that tradition is fundamental for the formation of SEW. Thus, our result connects the stream of literature related to SEW (Murphy et al., 2019; Berrone, Cruz, & Gómez-Mejía, 2012; Berrone, Cruz, Gómez-Mejía & Larraza-Kintana, 2010) to that on family traditions (Suddaby & Jaskiewicz, 2020).

Finally, our study addresses increasing calls to contextualize family business and entrepreneurship research (Welter, 2011; Welter & Baker, 2020) beyond developed Western countries. Specifically, our study focuses on the careers of next-gens in India, which is a developing and collectivistic country. We used this non-Western context to explain the unique perspectives related to gender and marriage, the role of religion and traditions, and how these aspects influence the career outcomes of next-gens.

5.2. Practical implications

As family businesses face succession challenges (Zellweger, Sieger & Englisch, 2015), our findings have significant practical implications on succession related career counseling and

mentoring. Family businesses recognize the significance of professional advisors and career counseling in assisting succession and leadership development (Salvato & Corbetta, 2013; Strike, 2012). Hilburt-Davis and Dyer (2003) suggested that advisors use a systemic perspective to understand family and business dynamics. However, little practical guidance exists for professional advisors and career counselors to coach the next-gens' career development. Our model provides guidelines for professional advisors and career counselors by explaining the next-gens career development process. Further, our model suggests that advisors and counselors look for individual–context interactions and develop their mentoring and counseling techniques accordingly.

Mentoring and counseling techniques can be derived from the STF practical guidelines, as they are well known for their practice orientation in the career development literature (Patton & McMahon, 2015). Our study suggests that family business advisors adopt techniques rooted in the STF, such as *my system of career influences* (MSCI) (McMahon, Patton & Watson, 2005; McMahon, Patton, & Watson, 2017) for career counseling. The STF offers flexibility (Patton & McMahon, 2015) for practitioners to develop career guidance based on the needs of next-gens. In this regard, the MSCI is a well-designed tool to reflect on the lives of next-gens and a practical guide for career counselors. We also suggest that career counselors modify the MSCI to match the needs of next-gens.

5.3. Limitations and future research

One of the limitations of our study is that collected information only from next-gens. Although they are appropriate participants, interviewing parents and other family members will provide greater clarity on career development (Helin & Jabri, 2016). Moreover, a multi-stakeholder (Daspit et al., 2016) study could generate different contextual factors. To overcome

this limitation, we included a relatively large and diverse group of participants and ensured theoretical saturation to justify our current findings. We suggest that future researchers adopt a multi-stakeholder contextual perspective to study next-gens' career development.

Another limitation is that the study provides a snapshot of career development in the early stage, despite the aim of focusing on understanding the individual–context nexus by considering a career as a social process (Herriot, 1992; Herriot, 2001; Herriot & Pemberton, 1996; Kidd, 2006). Our model demonstrates the career path from early family business engagement to the start of an actual career. We suggest that future studies extend our model by exploring individual–context interactions in the later part of a career in a family business. For example, our study has significant implications for the patrilocal residence system and parents on next-gens' career development. Similarly, future studies could investigate the contextual interactions of spousal entry to the family and the role of parents and children in the careers of next-gens in the later stages.

Further, the participants in this study are next-gens from India, which is a culturally unique and collectivistic society (Ward, 2000) where the family's social structure is strong and deep-rooted (Ward, 2000). Although we uncovered some novel findings related to marriage and tradition, it is reasonable to believe that this unique context is likely to skew our findings to some extent. To overcome this limitation, we reiterate Jaskiewicz and Dyer's (2017) recommendation to conduct multicultural or cross-country studies in the future.

6. Conclusions

Our study is instrumental in advancing the important work on the family context and early-stage career development of next-gens. Drawing from the STF and career literature, we developed a model of the early-stage career development of next-gens. Our findings contribute to the family business literature related specifically to the family contexts associated with next-gens and how

family social systems, marriage, family traditions, and cultural environment contexts shape the early-stage career development of next-gens.

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Tables and figures

Table 1. Participants' Details

Participants (Pseudonyms)	Gender	Age	Family Business	Current Career Status (working as)
Gagan	Male	24	Textile Manufacturing	Successor
Aisha	Female	25	Granite Manufacturing	An employee in a corporation
Ariya	Female	26	Tire manufacturing	Successor
Salim	Male	28	Food Processing	Founder
Arifa	Female	25	Agri-Business	Successor
Ravi	Male	26	Retail Business	Founder
Surabi	Female	26	Wholesale Business	An employee in a corporation
Cris	Male	27	Manufacturing	Successor
Sara	Female	25	Brick Manufacturing	Successor
Moris	Male	26	Construction	Successor
Hari	Male	27	Food Processing	Successor
Asrif	Male	25	Auto-spare parts manufacturing	Founder

Shoba	Female	26	Textile Wholesale and Hotel Business	An employee in a corporation
Raj	Male	27	Retail Business	Successor
Mitra	Female	25	Retail Business	An employee in a corporation
Manu	Male	28	Chemical Manufacturing	Successor
Suhas	Male	24	Construction	Successor
Nikil	Male	27	Wholesale Business	Successor
Coral	Female	25	Food processing	An employee in a corporation
Mital	Male	26	Hotel Business	Successor

Table 2. Procedure of Deriving Initial Coding

The participant Arifa describes her initial engagement in the family business.	
Initial coding	Interview transcript (Raw data)
Initial learning in FB, Understanding business, Working in FB, Next-gens progress in FB, Willingness to learn, Learning from parents, Teaching next-gens, Knowledge sharing, Parents treating next-gens as owners, Supporting parents, Parents admire,	I am just a beginner (in FB). There is a [lot] to learn, so right now I am just in the initial stage, so I should learn more to go to the next stage. I am just focusing on [the] basics, you know, like understanding how things work in our business. I regularly learn from my father. I discuss a lot about the business with him. He sits with me, or I just go to his office, we just discuss what is going on in the company. How to increase sales. What type of promotion strategies do we need to adopt? If we have any losses or if we have some very critical issues going on in the company, we discuss them. We sit together and make the points for our annual meets and regular monthly meetings. It is the actual learning, learning from my father's experience. You know, my father is not just a good teacher. He is a very good negotiator. Like he always creates a win-win situation for both parties. Like, recently, when a vendor delayed the supply of raw materials, my mom got frustrated and called the vendor and shouted at him. But my dad handles the situation in a nice way. He has good negotiation skills. There is a lot to learn from him. [Arifa]

Respecting parents' work Parents skills, Parents motivation, Parents inspiration.	

Table 3. Selective Coding Procedure

The participant Arifa describes her initial engagement in the family business.	
Selective coding	Interview transcript (Raw data)
Early work in the family business Parent as a role model and motivation	I am just a beginner (in FB). There is a [lot] to learn, so right now I am just in the initial stage, so I should learn more to go to the next stage. I am just focusing on [the] basics, you know, like understanding how things work in our business. I regularly learn from my father. I discuss a lot about the business with him. He sits with me, or I just go to his office, we just discuss what is going on in the company. How to increase sales. What type of promotion strategies do we need to adopt? If we have any losses or if we have some very critical issues going on in the company, we discuss them. We sit together and make the points for our annual meets and regular monthly meetings. It is the actual learning, learning from my father's experience. You know, my father is not just a good teacher. He is a very good negotiator. Like he always creates a win-win situation for both parties. Like, recently, when a vendor delayed the supply of raw materials, my mom got frustrated and called the vendor and shouted at him. But my dad handles the situation in a nice way. He has good negotiation skills. There is a lot to learn from him. [Arifa]

Table 4. Second-Order Themes

Second-order theme	Quotes
Family traditions	Hari: I am currently the fifth generation. My ancestors preserved this business, and now it is my responsibility. Mital: People around my locality see us as a traditional business family. My father and grandfather developed such an identity in society. I don't want it to lose. Raj: I am from a traditional business community. It's part of our family principle to carry business forward.
Family's business link	Nikil: Ours is a joint family. We manage the business together and work together in all the activities. Mitra: Being from business family means, you will always be part of business or some kind of work associated with business, weather you are owner or not. Sara: In managing the business, we work as a team… there is a very good understanding among all the family members. Surabi: Working in the store with my brother and other family members is more of a fun. Being a member of the family I need to engage in the work.
Early work in the family business	Hari: I grew up in this environment (family business). Working in the business is part of my routine activity since my childhood. That [is] how I learned about the business. Manu: When I was a kid I used to go to our factory with my grandfather… Slowly I became an active member in managing the business, that's how I started. Suhas: In my school days, I was not focused on our business… after my graduation, my parents need some help in the business. Then I took a break and started working with them.

	Gagan: It was more like 'learning by doing.' I started early when I was 16 (years)… Started as a helper and worked at all level. Ravi: I learned the basics of business from my father and grandfather. They always encouraged me… they teach not just to manage our business but also how to run a business in general.
Family obligation	Crisis: My father was unwell for almost two months when I was studying in my sixth semester. I left everything behind and went back to help him and manage the business. Arifa: Business is the source of our family income. So we need to work for it. Ariya: I realized that my father is growing older, and it is becoming difficult for him to manage than I thought this is the right time to step in.
Gender and marriage	Aisha: Though there is good support for women in my family, men always handle business. Marriage is an important point that prevents daughters [from taking] leadership positions in our business. Coral: My parents always tell me that, after marriage, you will leave us, so focus on getting a good job in a good company. So that you can help your husband and also be more independent. Mitra: From childhood, we are brought up that way. After marriage, I cannot stay in my father's home. Even among my relatives, I have not seen a sing example of daughters continuing in the family business after marriage.
Parent as a role model and motivation	Nikil: My father has a good reputation in the business, he [even] has good connections with our competitors, and they respect him too. Raj: My mother is very good at managing the relation between me, my father, and the business. She laid the foundation for me to enter the business. Arifa: He (father) is always behind me. Many things in the business (family) are new to me like I am inexperienced to handle some situations… He encourages me to go beyond my comfort zone.

	Moris: So far in my life, my father and mother stood with me in all my major decisions. They are happy that I chose to join our business. Salim: In my view, it is very important to develop a successful business under my leadership… that where you will get the recognition (linked with performing better than parents).
Parental control of career and independent motive	Shoba: My parents know about my likes and dislikes, but they are more concerned about society. So, my likes don't matter much. Coral: They (parents) are a bit conservative. They think I should work outside the business (in a corporate job)… My Dad thinks that as a girl child, I cannot handle the business. Aisha: It is not easy to work with my Dad, he is very strict, and he always expects 100 per cent. Coral: At the end of the day, you need to have your own space. In a traditional joint family with a business setup, it is difficult to get that (linked to parental control of career).

Figure 1: Data Structure

1st Order Data	2nd Order Themes	Aggregate theoretical dimensions

- So being a Marwadi (religion known for business) from a business class (family business) and we are supposed to be carrying forward the tradition. So this, has a great amount of influence because since none of our forefathers or even the ancestors have been in service class (job employment). So that, creates a pressure on me. [Manu]
- Since as I said before, we have a family history, family background of business class. That, have a pretty good amount of influence on my career decision. [Gagan]
- I grew up in that environment (family business), it is part of our daily life. The whole environment around you and the people and the business have a kind of effect and it attracts towards it.

→ Family Tradition → Trigger for initial engagement in the family business

- The family business is something the joy we get because we have a support system when we feel low. [Surabi]
- My connection with business made my work easy… I took little time to understand the business. [Mital]
- Business was part of our daily work, having a factory in the backyard attracted me and I started with small work. [Manu]

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→ Family's business links

- I used to go there, and I used to work with my Dad, about the small things like. He used to teach, what and all is happening there, and he actually wanted me to look after specific kind of audit. [Raj]
- In-home, we are always talking about business many times. So how to diversify, how the financials are working. [Manu]
- I mean, from a young age, I was part of the business, it was like taking small steps from the beginning. [Moris]

→ Early work in the family business → Early-career engagement in the family business

- I have got all the things that I wanted. This came from a family business, so I believe that… it is giving them back, which I got from childhood. [Salim]
- I know that I will go out of the family, but it still makes me contribute some part of my life to the family. [Shoba]
- I have that common idea when they give (parents/family) us, and we have to give them in return. So I have to give something twice what I received from them. [Hari]

→ Family obligations

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- Belonging to a Muslim family marriage is very important definitely have thoughts about that, my friends who are in my age are married they have children. So my parents have never forced me to get married. [Arifa]
- Gender is not (not an issue), my dad has never discriminated me as a girl child but, I think at some point in the society there might be some discrimination… because of my past experiences at some places I foresee this, when I take up the role of my dad [Ariya].
- My family is like that (male oriented) they have thought the business will be successful only because of boys and all those things probably. [Coral]

→ **Gender and Marriage**

- The biggest inspiration is my Dad… I know the story, the struggle to start, so he is the biggest inspiration. [Gagan]
- I want to be like my father when I think of myself at his age. [Cris]
- My father is very involved in the business… He doesn't take a back seat. [Asrif]
- I want to develop the business. I want to take it forward and maybe, see myself in another, one more country (linked with performing better than parents). [Mital]

→ **Parent as a role model and motivation**

- He (father) is like, this is not what we expect from you… My Dad, he always needs to know what we do. [Aisha]
- I want from them (parents) is, not to stop me… I have restrictions… That's one thing that worries me. [Ariya]
- Its about parents and family dynamics… I preferred to be independent, I told my brother to do that (family business) (linked to parental control of career). [Mitra]
- I always wanted to be a writer and start a small café. So my dream has always been to be a writer and open a café (linked to parental control of career). [Coral]

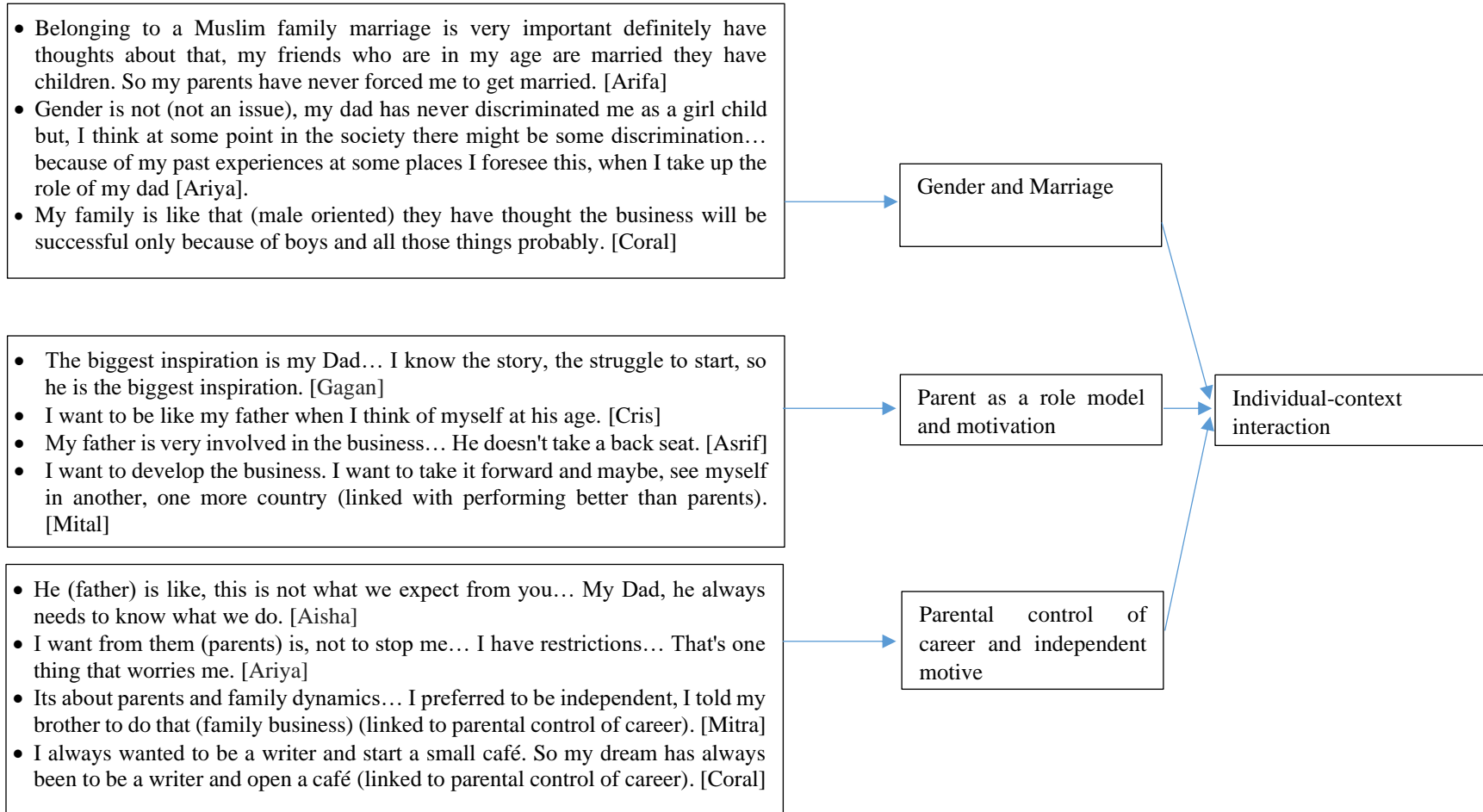→ **Parental control of career and independent motive**

Individual-context interaction

Figure 2: The model of early-stage career development

Family Tradition (Initial Trigger)

- Interaction of next-gens and cultural context (family tradition)

Early-career Engagement in the Family Business

Career Development - Stage 1

1. Family's business links (Initial engagement)
3. Early work in the family business (Initial engagement)
4. Family obligations (Initial engagement)

--Interaction of next-gens and family context

Individual-Context Interaction

Career Development - Stage 2

1. Gender and Marriage
2. Parent as a role model and motivation
3. Parental control of career and independent motive

-Interaction of next-gens and cultural context (Gender and marriage)
-Interaction of next-gens and parents context

Starting the actual career

Career Development - Stage 3

1. Succession career
2. Non-succession career (founding new venture or job career outside a family business)