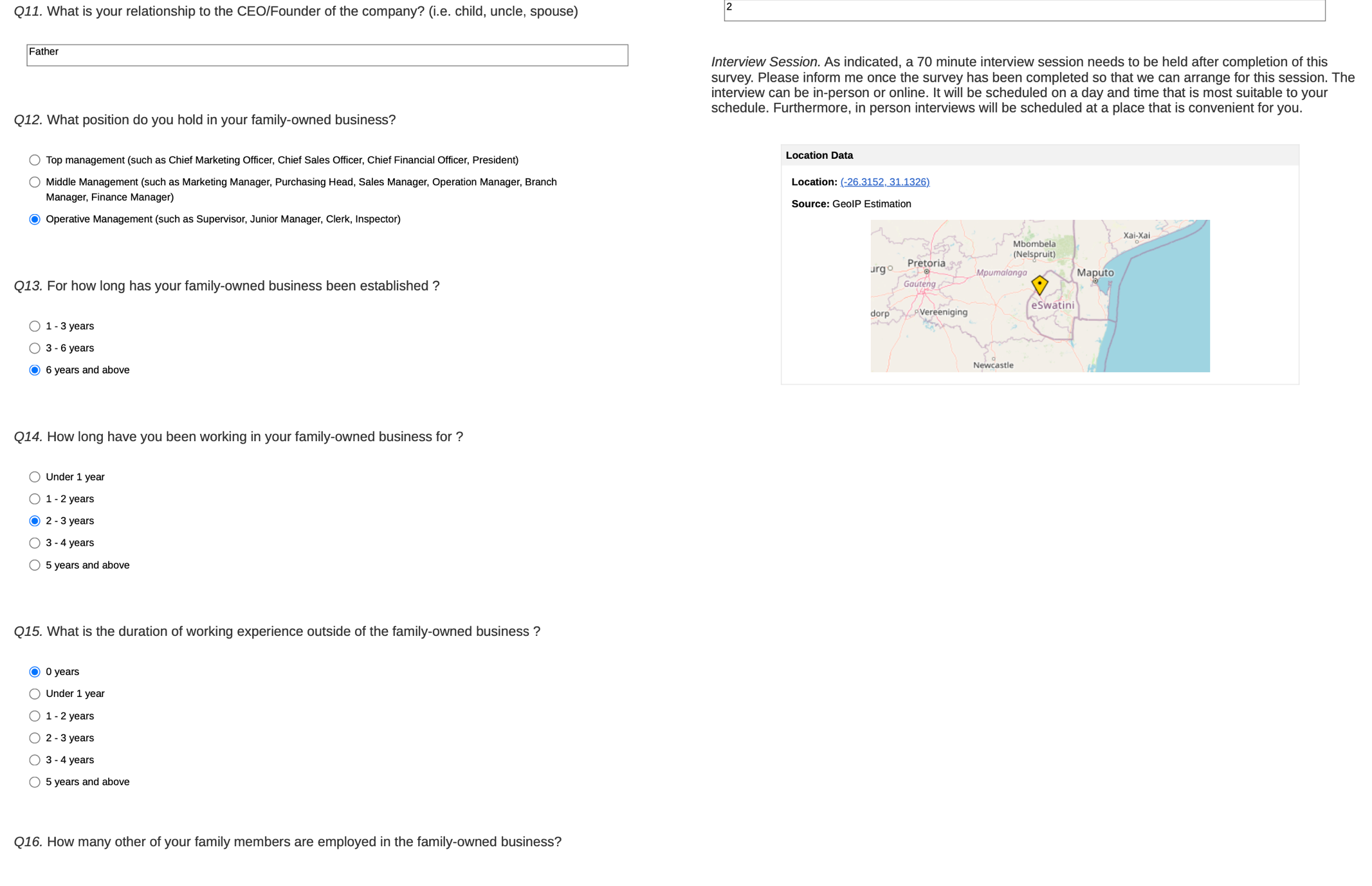
# INTERVIEW 8

## Interview Transcription

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| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you feeling today? |
| 2 | Participant | I’m good, thanks and you? |
| 3 | Researcher | I’m good thanks. Before proceeding, I want to confirm that you have completed the consent form and if you would still like to proceed with this interview? |
| 4 | Participant | Yes I have and I will. I am good to continue with this. |
| 5 | Researcher | Thank you. I would like to highlight that this interview will be confidential and your identity will be kept anonymous through explicit and implicit methods. This implies that your name will not be used and further factors that could potentially lead to your identification will be eliminated. Do you understand this ? |
| 6 | Participant | Yes, I understand. |
| 7 | Researcher | Okay. I request that you stop me at any given point where you are uncomfortable with the interview or questions posed. On that note, I would like to remind you of your right to withdraw from participation with no negative consequences this implies that you can at any point in this interview or research process convey the intention to withdraw your contribution to this study and there will be no penalty or disadvantage presented to you. Do you understand this right? |
| 8 | Participant | Yes, I understand. |
| 9 | Researcher | Okay, I am going to record this interview for record keeping and transcription purposes. Is that still okay with you? |
| 10 | Participant | Yes. |
| 11 | Researcher | Okay, the admin is done now. Thank you for carving the time to speak with me today. So the intention of this is to have a free flowing discussion regarding your experience being placed in your family-owned business. I will now start posing the interview questions but please feel free to interrupt me where you feel it is necessary |
| 12 | Participant | Okay |
| 13 | Researcher | Okay so let’s talk a little about the business that you’re involved in, which sector is it in? What is the business all about? |
| 14 | Participant | Okay uh.. so there are a few businesses. The first is there is a guesthouse so that falls under hospitality. Then there is a filling section which is under I think retail fuel retail. Then a furniture business which again is under retail. |
| 15 | Researcher | Okay that’s quite a few businesses, I think that’s three if I’m not mistaken ? |
| 16 | Participant | Yeah. Okay wait there is another one actually, there is a construction company but it’s ya…yeah..okay (laughs). I’m not sure what it falls under but yeah. |
| 17 | Researcher | Okay and are you involved in all four businesses? |
| 18 | Participant | Yes, I am. |
| 19 | Researcher | Okay and that must be a lot on your plate. How do you juggle all four? |
| 20 | Participant | Okay so I would say that they all well except maybe the filling station. They are considered as SME’s so it is not that much, I can handle it. I mainly handle administration so yeah. |
| 21 | Researcher | Okay and I see that you have been working there for about two to three years and you have indicated that you are in an operative management position. Uhm… so when you say that you do administrative work, let’s walk through your typical day in the family owned business. |
| 22 | Participant | Okay uhm…I would say… it really depends on the business. On my own, I wouldn’t say I handle every business everyday. Uhm...with the furniture business, I’ll go over the invoices, receipts when needed. I don’t work in the office, onsite. So if needed, the CEO will let me know what is to be done then I will do it, send emails, stuff like that. With the…the guesthouse, I think it’s the same thing so whenever there is invoices, quotations, receipts and stuff that needs to be reviewed, that’s when I handle it. As long as at the end of the month, when we go through the documents for the month and sales and everything. |
| 23 | Researcher | Okay so we spoke about the furniture business and the guesthouse. |
| 24 | Participant | Okay and there is also the construction and fuel business… same thing. I am basically doing the same thing for every company. |
| 25 | Researcher | Okay so it’s as the need arises then you sit and do these things? |
| 26 | Participant | Yes. |
| 27 | Researcher | Okay and you mentioned that you don’t work from a specific office per se so is your work setting mostly at home ? |
| 28 | Participant | Most of the time, yes. When needed, I go into the office but most of the time yes. At home so I work remotely. |
| 29 | Researcher | Ya like I said, this is quite a bit to juggle, how do you experience working in your family owned businesses? |
| 30 | Participant | I think because it is family owned, I’d say, it isn’t as demanding. There is this understanding of you know (laughs) like obviously the CEO understands my life at home so if I am busy, overwhelmed, I … there is that…how do I say? |
| 31 | Researcher | There is that understanding and leniency basically? |
| 32 | Participant | Yes. Yes. |
| 33 | Researcher | Okay so also working from home, you have a lot of flexibility and having that option to go in whenever needs be also allows for flexibility. I just want to understand the CEO of these companies is your father right ? |
| 34 | Participant | Yes, yes. |
| 35 | Researcher | Okay so flexibility and understanding. Is there anything else that you really like working in the family business? |
| 36 | Participant | I do, I feel like I have gained a lot of experience and I understand the work that he has been doing for all these years so it’s great that I can also take on some of that and sort of lessen the load on his shoulders |
| 37 | Researcher | Ya so you find satisfaction or pleasure in being able to assist him and make things easier for him? |
| 38 | Participant | Yes |
| 39 | Researcher | Do you think it’s because you feel emotionally attached to the business or is it just a daughter wanting to help her dad? |
| 40 | Participant | I’d say a bit of both. |
| 41 | Researcher | Mmm in what sense? |
| 42 | Participant | Okay so I feel like I have also seen all of these businesses start from like ground zero and grow up you know. As his daughter, I feel like now also understand how much work and effort he’s put in all of these years. That is wasn’t easy and I really do understand from his perspective. |
| 43 | Researcher | Yeah so there is that deeper understanding |
| 44 | Participant | Yes |
| 45 | Researcher | Okay. When you speak to having a deeper understanding all these years, are you talking about anything specific that may have happened that you now understand why it unfolded that way? |
| 46 | Participant | Uhm..I’d say, yes…because of the filling station business, uhm…like…we were.. I was there…my entire family when we applied for the lisence, when we started the construction. There were times because obviously this was during COVID so there were times when finance was an issue. Now that I am in the business I see it …it takes a lot of time, a lot of effort, a lot of money and uhm..so there’s this I don’t know…this… |
| 47 | Researcher | Okay let me try and help you out there |
| 48 | Participant | Okay please (laughs) |
| 49 | Researcher | Do you think there is this change in perception? like when COVID came and you applied for the licence and you did all of these things…you were kind of seeing it as something that was draining resources whereas now, uhm… you know you understand the process behind it all and why there is a time and financial investment in this kind of setting. |
| 50 | Participant | Yes I’d say that as well. Something else I just want to add, another thing is that obviously during my school years, there wasn’t this…understanding of what was being done in the business, where was just knowing that dad goes to work and comes back home so like now it’s like (laughs) okay I understand what is being done, the effort being put in and all of that. |
| 51 | Researcher | Okay so there is a change in perception and getting to know what the business is about essentially. |
| 52 | Participant | Yes |
| 53 | Researcher | Okay that’s really nice. We spoke about your experience, mainly to the pros of it being flexible, being able to give back to your dad and the business while also putting g the pieces together to understand the resources that you have been spending on this business. |
| 54 | Participant | Yes |
| 55 | Researcher | Is there any disadvantages or cons that you would like to discuss? |
| 56 | Participant | Okay… I’d say that because I am the CEO’s daughter, there is that sort of lack of…I’d say credibility sort of… sometimes, I am seen as the daughter instead of the position I have in the company. |
| 57 | Researcher | Mmmm and what position do you hold in all the companies? |
| 58 | Participant | Administrative manager |
| 59 | Researcher | Okay so when you say that there is a lack of credibility and you’re seen as his daughter not as an employee of these businesses, can we delve into that? Talk to the family dynamics and example where you felt that difference? |
| 60 | Participant | Okay…uhm… I’d say some… okay if I give a suggestion for the business like a change or .. you know something to improve the business maybe it’s not taken as seriously. It’s just taken as idea that we’ll go through, it’s not something that’s ‘okay, maybe this is something that we need to think over and actually implement’ |
| 61 | Researcher | Okay so your ideas are kind of shrugged off ? |
| 62 | Participant | Yes. |
| 63 | Researcher | Okay and |
| 64 | Participant | Sometimes. |
| 65 | Researcher | Okay you have mentioned that you do the administrative work and he does allocate tasks to you for example, when needs be he will tell you to send emails out. So it seems like they’re okay to accepting you in that administrative position but when it comes to … uhm…suggestions, are you suggesting organisational changes that needs to take place or processes and procedures? What are the changes that you are normally trying to push ? |
| 66 | Participant | Okay I’d say..sometimes…changes in management, sometimes changes in..uhm…yeah, processes, procedures uhm…as well as just general operations. |
| 67 | Researcher | Okay so it’s operative and from a higher management position |
| 68 | Participant | Yeah. |
| 69 | Researcher | Why do you think that there is this acceptance to one aspect but not so much in your suggestions? |
| 70 | Participant | I think it could be because I am experienced in the one. Yes, I do have a background in management because of my degree but maybe because I have mostly been dealing with admin there is this ‘okay she knows what she is doing with admin’ but maybe with management, not so much. |
| 71 | Researcher | Okay and how does that make you feel ? |
| 72 | Participant | Okay I’d say…from a certain point, I understand because it’s like, they still see me as the daughter, well my father sees me as a daughter, not you know.. I don’t know … more like he sees me as a daughter and not so much as an employee but it also does sometimes makes me feel irritated that you know what my suggestions aren’t taken seriously. |
| 73 | Researcher | That is completely understandable and you did mention your degree, I understand that you did an undergraduate degree in business management, am I correct ? |
| 74 | Participant | Yes yes. |
| 75 | Researcher | Okay and do you think that the family businesses have played an influence on your career decisions, did it play any role in your decision to go study business management ? |
| 76 | Participant | Yes it did. It did actually. I had initially wanted to study something to do with sciences and I didn’t get accepted so my second option was business and I figured, I have that because my family having a lot of businesses, I could go into that. |
| 77 | Researcher | Okay so there was kind of security in knowing that if your aspirations don’t realise then you do have a backup ? |
| 78 | Participant | Yes. |
| 79 | Researcher | Okay and do you perceive this to be job security in some sense? |
| 80 | Participant | Yes, I’d say so. |
| 81 | Researcher | Okay so it has played an influence on your career decisions in terms of what you want to study. Uhm.. let’s talk a little – you have established your position within the company for the past two to three years, has it in any way influenced your career development – so by career development, you take active steps to further enhance your career and upskill yourself. |
| 82 | Participant | I’d say it has. Uhm… I am planning on studying my honours this year and obviously being involved in the business, I felt like if I further my studies then It is going to be beneficial for myself and the business that I am involved in |
| 83 | Researcher | Okay so when you made the decision to do your honours, you thought of yourself but the business also played a contributing factor? |
| 84 | Participant | Yes. |
| 85 | Researcher | Do you think it was equally significant, the business and personal aspect or did one weigh more ? |
| 86 | Participant | I’d say it was equal. |
| 87 | Researcher | Okay and let’s talk a little more about your career progression, we have established that you are in an operative position and you’re helping out to your best ability with all of these businesses up your family’s portfolio, you are now doing your honours. Where do you see your career going in the next few years? |
| 88 | Participant | Okay I’d say I would like to be more involved in the business but I would say that I am interested in branching out be it working for someone else, working for another company. But also still being involved in the business and I feel I would be able to manage that because obviously, the family ties. |
| 89 | Researcher | Yeah and the fact that you’re considering working for another company also links back to that understanding you spoke about where your father will be understanding of your schedule because he understands your life, it’s not a typical employer-employee relationship. |
| 90 | Participant | Yes, I agree. |
| 91 | Researcher | Okay before you mentioned that point, you mentioned that you would like to be a bit more involved in the business so what do you mean by that? How would you like to be more involved? |
| 92 | Participant | Uhm… okay I’d say I would like to be involved in management decisions, decisions regarding our employees…uhm… as well as finance. I think, I think a little bit more guidance is needed, being more involved and it would be beneficial to the company. |
| 93 | Researcher | Okay so it links to the challenge that you have where he is not taking your suggestions as seriously so you would like to be more involved but if that is attained? |
| 94 | Participant | Yes |
| 95 | Researcher | Okay and having these businesses can feel like a lot on your plate so if all of these things are attained in the sense that he does start taking you more seriously then do you think that working for another company would be a viable option and why is this important for you? |
| 96 | Participant | I feel like if I do work for another company, I would be able to gain a different experience to what I have – different skills, different experiences to what I am having now. I feel like I would be able to transfer that to the companies that my family owns. |
| 97 | Researcher | Okay so this speaks to career development, you want to go out there and get experience in different settings get different skills then bring that back to the business and make it a success? |
| 98 | Participant | Yes. |
| 99 | Researcher | So what is lacking in your current situation that you’re finding the need to go and work for someone else, what skills specifically are you talking about improving? |
| 100 | Participant | Okay I’d say because the companies are quite small like.. we do not have a lot of even… there is few employees, there are few roles and responsibilities… I feel like if I do work for another company, I would be able to have maybe a bit more on my plate and see what I can handle. |
| 101 | Researcher | Mmm so you want to work with more people? |
| 102 | Participant | I think I also want a bit more of a challenge. |
| 103 | Researcher | Yeah because you did mention that you work from home, your dad is understanding, it’s kind of like you’re almost like – I am going to try and say this in the most diplomatic way – but you’re almost babied |
| 104 | Participant | Yes. So it’s a very very comfortable position and I think maybe ...I need to just… a need a bit more of a challenge. |
| 105 | Researcher | Yeah and I also want to get a sense - say for example you make a mistake while doing invoices or doing recons then are there any repercussions? Or is it just like ‘okay you made a mistake, it’s fine’ then shrugged under the rug? |
| 106 | Participant | I’d say I do get a verba warning like try not to make this mistake again but also because… I can easily speak to my dad then.. I am able to fix the mistake, I always fix the mistake myself. But…there is a huge understanding…from him |
| 107 | Researcher | So it’s almost like there are repercussions but it’s not as severe? |
| 108 | Participant | Yeah like I know that you know what, my job is still secure |
| 109 | Researcher | Yeah, you aren’t sitting there thinking ‘am I going to get fired’? |
| 110 | Participant | Yeah (laughs) |
| 111 | Researcher | Okay so I am guessing all of these sentiments – not being taken seriously, being babied to a certain extent is driving the fuel of you wanting to go work for someone else? |
| 112 | Participant | Yes. I’d say so. |
| 113 | Researcher | Has this been a discussion that you’ve had with your family? Are they willing to accommodate that? How does the family feel? |
| 114 | Participant | I haven’t discussed it but I do think that they would be willing because my schedule is quite flexible and I feel like I would be able to work around it. |
| 115 | Researcher | So again, there is that understanding? |
| 116 | Participant | Yes, there is. |
| 117 | Researcher | Okay and let’s talk about the type of support you have in the work environment. We have established that you work quite a bit with your dad, do you see him as a workplace mentor of some sort? |
| 118 | Participant | I’d say so to a certain extent. I know that because. He has started all of these companies, being in these businesses for so long, I know that he has the experience…the skills, experience, the knowledge so I obviously do pay attention to what he does, how he handles situations or issues when they arise. |
| 119 | Researcher | Okay so it is a practical learning experience, you kind of learn through observing him, through seeing how he does things and when he does things then sort of mimicking that almost? |
| 120 | Participant | Yes, that is true. I also think like whenever there is something I need to know, I am very comfortable asking that. I feel comfortable asking him any questions about the business, whatever, you know the operations. |
| 121 | Researcher | Yeah so you don’t have that thought go through your head of ‘if I ask him this, am I going to seem incompetent’? |
| 122 | Participant | (laughs) yes, exactly. |
| 123 | Researcher | Okay so your dad is a workplace mentor. I am getting a sense that you do look up to him. |
| 124 | Participant | Yes, I agree. |
| 125 | Researcher | He is a role model |
| 126 | Participant | Yeah he is |
| 127 | Researcher | Okay in terms of the processes and procedures that support you, I think the organizations do allow for a high degree of flexibility where you can work from home and not have to go into the office every day, it’s more on a need’s basis. Are there any other processes and procedures that kind of assist you in fulfilling the roles in all of these businesses? |
| 128 | Participant | Mmmm… wait sorry, could you explain that? |
| 129 | Researcher | Okay so I am talking about the support that youhave in the work environment. I believe that your setting allows you to work from home a lot of times and this makes it easy to tap on every single aspect of each business. So for a certain amount of time, you look at the construction company then the furniture company, then the fuel station, then the guesthouse. So it’s having that control over your schedule. So I am seeing that as a procedure and procedure that assists you in fulfilling these roles ? |
| 130 | Participant | Okay, yes. Yes. I think because of that I can always just..okay when the need arises, I can always focus on whichever company I need to. Uhm..I…okay I’m sorry. This question is kind of confusing me. |
| 131 | Researcher | No problem so we are just looking at organizational processes and procedures that have been put into place that supports you? Does that make a bit more sense ? |
| 132 | Participant | Uhm.. it does. Okay I think also…so okay…sorry… I can always…okay…how do I say this…so everyday I can just, because I work remotely I can check on each organization or company and see what needs to be done. It’s very day-to-day, it’s nothing strict or structured I’d say |
| 133 | Researcher | So it’s very dynamic? |
| 134 | Participant | Yes, yes. |
| 135 | Researcher | Do you think there is other processes and procedures that provide support to you apart form the flexible working location ? |
| 136 | Participant | Uh..I think because it is a family business, my sister also works in the family-owned so if there is something I am struggling with or I feel like I have too much on my plate, I take help with it. |
| 137 | Researcher | You mention that you work with your dad and your sister, when you experience a difficult time at work or a difficult time with them at work, who do you turn to for support? |
| 138 | Participant | I’d say I turn to my mom. She is not as involved in the business, she mostly focuses on the guesthouse. But she …so she also has this undersatdnign of what’s being done and the roles we have and so forth. I feel like I can always turn to her and I also turn to my sister. We have similar roles and responsibilities so she also understands what I am going through, what I am doing. |
| 139 | Researcher | Mmm… when I speak about instrumental support, I am talking about you getting practical exposure to the work, being assisted with your work load and responsibilities so you mainly get that from your dad and sister. Is that correct? |
| 140 | Participant | Yes. |
| 141 | Researcher | Okay then int terms of emotional support, if you’re ever feeling confused or frustrated, you primarily turn to your mom uhm…but in some instances, you go to your sister. |
| 142 | Participant | Yes, I’d say so. |
| 143 | Researcher | Okay I am getting a sense that your sister and you share similar concerns, you mentioned that you both are in similar roles and have the same responsibilities. So I assume that she shares the same sentiments of being babied and not taken sesiourlsy. Am I correct in saying that? |
| 144 | Participant | Yes, you’re right. |
| 145 | Researcher | Okay so that kind of helps because you don’t feel alone and that emotionally securing in some sense. |
| 146 | Participant | Yes, and I also don’t feel like I am just seeing it from my perspective, I also feel like, someone else is also going through that. |
| 147 | Researcher | Ya so it’s kind of getting that validation that you need |
| 148 | Participant | Yes |
| 149 | Researcher | Okay and apart from your family, is there anyone else that you turn to for advice? |
| 150 | Participant | Not necessarily. |
| 151 | Researcher | Okay |
| 152 | Participant | I think..yeah. |
| 153 | Researcher | Is there anything else you do ? like tangiable things like exercise, going for a walk or anything of that sort that alleviates the pressure of handling the admin for all of these businesses at once? |
| 154 | Participant | Yes so I take out my stress with pilates or running. Exercise. |
| 155 | Researcher | Okay is this a daily thing or .. more of a once a week… |
| 156 | Participant | No a few times a week. Not necessarily everyday but a few times a week. |
| 157 | Researcher | Okay that’s good, you have a good balance. You have that instrumental support from your sister and father then that emotiona; support from your mom and sometimes your sister. You also have other exercises like pilaties and going on runs that helps you cope with all of the things that you feel. Specifically being babied and not taken seriously. |
| 158 | Participant | Yup. Yeah, I agree, |
| 159 | Researcher | Okay you now mention that your father, sister and mom are involved in the businesses. Your mom only in one section but your dad and sister in all sectors. How do you experience the family dynamics? |
| 160 | Participant | Uhm…sorry, what do you mean? |
| 161 | Researcher | So I am talking about home support. If you are all working, who looks after the household, who is business orientated. I am sure your mom is also busy so how does the dynamic work? |
| 162 | Participant | Okay I’d say…it’s mostly my sister and dad that are more business oritentated because they ….work in office. Now with my mom and I, we usually work from home because again the guesthouse is a small business, it is not necessary for us to be there all the time or youknow… there isn’t much for us to do for most of the day. It’s just beginning the day, end of the day. It’s not a lot that needs to be done so we will be the ones mostly at home and again, if the need arises, we can always just go to… It’s quite close to where we stay so it’s easy for us to just, you know… |
| 163 | Researcher | Quickly run out and come back? |
| 164 | Participant | Yes, run out then come back. |
| 165 | Researcher | So predominantly, you father and sister are more in the office during the day. With you and you rmom, you seem to be more busy at the beginning of the day then at the end of the day. Then in between, you deal with household chores and go to the guesthouse if needed and things like that? |
| 166 | Participant | Yes |
| 167 | Researcher | Okay that’s nice and it must be fun to be with your mom all the time |
| 168 | Participant | I’d say so yes (laughs) |
| 169 | Researcher | Okay and do you think that this has had an influence on your relationship with your mom over your dad? You seem closer to your mom because of the amount of time you spend with her versus your dad |
| 170 | Participant | Yes, I’d actually agree with that. I do spend mostly, every day with her and not necessarily with my dad unless I need to go into the office. I think it’s been the same for me growing up. My dad has always been at work and my mom is at home, so I’ve had that close relationship with her. |
| 171 | Researcher | Yeah, okay so we have spoken about the fact that you have a closer relationship with your mom and not so much your dad but that is because of time constraints and the nature of operations. You and you mom are more flexible in the day but your dad and your sister arent not so much? |
| 172 | Participant | Yup, I agree |
| 173 | Researcher | Having all of the family members involved in the family business, how do you manage and experience your work family boundaries? |
| 174 | Participant | Okay, I’d say that it does overlap. Like if there is an issue at work, it wont just stay at work. We do discuss it at home…uhm…I’d say also if there is an issue maybe I made a mistake and possibly it could affect the business then there is that tension. I guess. |
| 175 | Researcher | SO a lot of the times, these conversations come back home and this isn’t an employer-employee relationship where you both part ways at the end of the day, you come home with your employer so you have to deal with the fact that you made this mistake. So there’s also that self-inflicted pressure in some sense. |
| 176 | Participant | Yes, I agree. I think also it does allow us to …not just... there’s like this tension at work that we can discuss it and solve the issue and get past it. |
| 177 | Researcher | Okay so even though there is an overlap and there is some pressure involved, you think that it helps overcome the challenge much more quicker? |
| 178 | Participant | Yes. |
| 179 | Researcher | Why so? |
| 180 | Participant | I’d say alos because of the relationship between all of us that we have. It’s not just employee-employer, there’s the family dynamic so there is a lot of understanding. |
| 181 | Researcher | Yeah and it’s interesting because of all the interviews that I have done so far, this is the first time that somebody has mentioned this. It is nice to hear. So you feel that having this additional tie doesn’t leave the option of firing somebody, or leaving the job or something of that sort. It’s more that no matter what happens, you get up and work towards resolution? |
| 182 | Participant | Yes yes |
| 183 | Researcher | How do you feel about that? You did speak of the overlap of family with work, that can be frustrating ? |
| 184 | Participant | I wouldn’t say so. I mean when.. okay there is the overlap but when it arises not necessarily all the time…uhm…yes sometimes, we’ll come home and discuss it lile ‘okay this happened at work and stuff’ but it’s not something that is just constant. It’s something that is spoken about when needed and then yea, put aside. |
| 185 | Researcher | Okay so I am getting a sense that there is only an overlap when something dire that could influence the business negatively.. |
| 186 | Participant | Not necessarily, even when there is something good that happens. Then it is also discussed. |
| 187 | Researcher | Okay so it’s significant events? Not an everyday, |
| 188 | Participant | Yeah yeah |
| 189 | Researcher | Okay so there is sort of a boundary in place? |
| 190 | Participant | Yes |
| 191 | Researcher | Okay so it’s not a daily thing, only if there is a really big win or low? |
| 192 | Participant | Yes, I’d say so. |
| 193 | Researcher | Okay I just want to delve into the times where a mistake was made at work and then there is that pressure of feeling guilt and facing the fact that you made this mistake even when you’re at home. Do you think even in you just handling all of these administrative work in all of these companies, has it ever influenced your well-being ? |
| 194 | Participant | Uhm…I’d say so… like again, if a mistake was made or … if I feel like there is a lot of pressure at work..then it does affect me negatively, like mentally. |
| 195 | Researcher | Okay let’s talk a little about that |
| 196 | Participant | Okay I’d say…it makes me. Feel overwhelmed... there isn’t really like room for me to escape much because obviously, I’m at home, my family is here and it’s a reminder that there is uhmm… there was this issue at work but it’s alos because they’re here you know. I don’t know how to… |
| 197 | Researcher | It’s like a continuous reminder? |
| 198 | Participant | A continuous reminder, yeah. |
| 199 | Researcher | Okay and you speak about feeling overwhelmed, not having the space to escape, what are some of the steps you have taken to improve your overall well-being? If you’re feeling overwhelmed and I don’t want to say trapped but as if you don’t have somewhere to run to, I am sure it probably takes a significant toll on you and …if you aren’t feeling well then productivity levels also decline and that’s almost like a ripple effect right ? |
| 200 | Participant | Yeah. I’d say that’s also when I turn to exercise to like get the stress out. Then I’ll go meet up with my cousins or friends to just get away from that. Like obviously when I am at home, I feel like I cant really escape it as much but that’s when you plan a day out or something. |
| 201 | Researcher | Okay so it’s like you have mechanisms in place that tends to your well-being? Would you say that you are satisfied with the current state of your well-being ? |
| 202 | Participant | Yes, I would say so. |
| 203 | Researcher | Okay and I am getting a sense in this entire conversation, yo are more aware of the psoitives. There is a really good family dynamic that has gotten you in a place where you are satisfied with your position even though there are some improvements to be made but you feel happy. |
| 204 | Participant | I do. I feel like I am contributing to the businesses ina. Good way. |
| 205 | Researcher | And you spoke about the sentiment behind it where you’re helping your dad but at the same pointin time, everyday when you get up, put your mind to it and work, you are amking contributions of sustainability and success |
| 206 | Participant | Yeah, I agree. |
| 207 | Researcher | It’s nice to see. Other females I noticed are experiencing other challenges and it’s nice to see that it’s just an upbringing thing then ? |
| 208 | Participant | I’d say so |
| 209 | Researcher | So you aren’t held back being a female, you are given the mechanisms to improve? |
| 210 | Participant | Yes, I’d say so. I’d say, my family also does want me to. Like I said, I am pursuing my studies and my parents are supportive of that. They do want me to improve and I feel like even if I had to get a job at another company, they wouldn’t take it bad. They would be happy for me |
| 211 | Researcher | So they’re not holding you back like |
| 212 | Participant | No no |
| 213 | Researcher | Okay so we spoke about your experience working in the family business and it’s refreshing to see that there are more pros than cons. So there is that flexibility, hybrid working, deeper understanding, feeling like you’re making a positive contribution to your father and the business. The only negative aspect is that he still sees you as daddy’s little girl |
| 214 | Participant | YES |
| 215 | Researcher | And when it comes to more important and complex decisions to be made like management processes and procedures, your suggestions are kind of taken lightly |
| 216 | Participant | Yes, I agree |
| 217 | Researcher | This has been the one or rather, only challenge you have been facing. |
| 218 | Participant | I think so,yes |
| 219 | Researcher | Okay and in terms of your career, they acknowledge that you’re good at what you’re doing and that’s administration since this is what you studied for. They are very supportive of the decisions that you making and they are supportive of you no matter what you do |
| 220 | Participant | Yes, I think because they know that I am not necessarily very outgoing or a people person. So they understand that I am happy doing work at home, doing admin, doing stuff like that that I am comfortable with so they’re not going to just push me into a role that I might not be happy with |
| 221 | Researcher | Yeah, and I think you even mention that your sister is in a similar role as you with similar tasks, do you think this is one of the advantages of working in a family business that you’re able to adjust the role to what your personality it, what you prefer? |
| 222 | Participant | Yes, I agree. Okay I would say that we have similar roles but because she works in office then she does …like she deals with people, and she is comfortable with that. |
| 223 | Researcher | Mmm…so you guys are able to find that element that fulfills your personal preferences? |
| 224 | Participant | Yes, yes. |
| 225 | Researcher | Okay that’s nice to see. It’s kind of making the job work for you in some sense |
| 226 | Participant | Yes, yes. |
| 227 | Researcher | Okay and thank you for that. In terms of your career progression, you do see yourself being more involved in the more important decisions but irrespective of the degree to which you are involved, you would still like to go work for another organization, preferably a larger enterprise so you could work on certain skills and see how they do things and almost mimic the same in the family business to make it proper. |
| 228 | Participant | Yes, I agree. |
| 229 | Researcher | Okay and we spoke about the family dynamics, so you and your mom play more of a dual role where you are able to fulfil household responsibilities and job responsibilities. Your father and sister go to the business everyday then come back in the evening. |
| 230 | Participant | Yes |
| 231 | Researcher | Okay and in terms of support. You receive instrumental support from your father. Then sharing responsibilities with your sister. |
| 232 | Participant | Yes, yeah. |
| 233 | Researcher | Okay and then in terms of emotional support, you mostly turn to your mom. Even though she is involved in the business, she mainly focuses on one aspect and spending more time with her, having a close relationship with her, she can understand you better. |
| 234 | Participant | I think I’d also include my sister because her ... also understanding of all the roles that I am involved in. |
| 235 | Researcher | Okay so it’s again that deeper understanding among everyone ? |
| 236 | Participant | Yes, yes. |
| 237 | Researcher | Okay and when you feel there is an overlap and this sense of overwhelmed and no escape then you turn ot exercise, pilaties, socializing with your cousins or friends |
| 238 | Participant | Yes |
| 239 | Researcher | There also seems to be some boundary involved, we have spoken to the fact that work doesn’t always come home. It’s mainly when there is something significant – like a very big win or very low setback |
| 240 | Participant | Yes, I agree. |
| 241 | Researcher | Overall – you feel happy with where you are in terms of your well being |
| 242 | Participant | Yes I do |
| 243 | Researcher | Okay perfect, we have come to the end of our session. I just want to check if you feel that you would like to dicsuss something before I let you go. |
| 244 | Participant | No I don’t think so. |
| 245 | Researcher | I just want to check if you would be willing to have a follow up interview should I require more information on certain issues discussed. |
| 246 | Participant | Yes, no problem |
| 247 | Researcher | Thank you for taking the time to participate in this process, your time is highly valued and input has been extremely insightful. |

## Demographic & Questionnaire Responses:



## Notes

### Observation:

Participant appears to be involved primarily to perform administrative duties within the organisation. While this is welcomed, she appears to be longing for something more. She indicates that she would like more of a challenge a different environment to work with more people. She indicates that her position limits the extent to which she can make a positive contribution to the organisation in the sense that her suggestions regarding more complex matters are not taken seriously and almost shrugged off. She does not appear to be experiencing pressure in terms of her job responsibilities – it seems that feeling overwhelmed probably comes during peak periods or when there is a high negative overlap with work into the home. She appears more aware of the positive aspects of working in a family business and does not seem to report many challenges. She does have a good support system and takes active steps to look after her well-being. In terms of her career development and progression, she appears to want more challenge and is taking steps to immediately aid that through enrolling for honours, continuing to assist with all four businesses and potentially entertaining an external job opportunity.

### Reflection:

This participant is the only one that brought up the perspective of being family and having a closeness facilitates conflict resolution more efficiently. There appears to be less pressure on her in the sense that her father is understanding towards her life schedule and does not exert additional pressure that may create more stress for her. This seems to be different to what men in family businesses experience. It could also link to Interview 7 in some sense where there is that protective element towards females involved in the family-owned business.