

Influence of the elements of the EFR® Model on entrepreneurships led by women: comparative analysis between family and non-family businesses¹

Influencia de los elementos del modelo EFR® en la actividad empresarial liderada por mujeres: análisis comparativo entre empresas familiares y no familiares

Influência dos elementos do modelo EFR® sobre o empreendedorismo liderado pelas mulheres: análise comparativa entre empresas familiares e não familiares

María Piedad López Vergara.²

Pámela Leiva Townsend.³

María del Pilar Sepúlveda.⁴

Abstract

The objective of this research is to identify if the presence or absence of the EFR® Model in the organizations can generate entrepreneurial behaviours in women, conducting a comparative analysis between family and non – family businesses, in order to identify and potentiate the triggers of these enterprises. This research was based on qualitative methodology with the creation of models. So this research will follow the logical-experimental process by establishing a priori, a model that will be validated through case studies type IV, which can determine the analytical generalizations. Twelve companies were selected, out of which 6 were FBs and 6 were NFBs. These cases were located in different economic sectors and were of different sizes. Interviews were applied to women who started these businesses, using an intentional sampling, performing a categorization based on the integration of deductive and inductive analysis of the information. Based on the EFR® Model 3 propositions are stated, which were not coherent with results presented. As to the 6 FBs cases the conclusion was reached that the drivers to start their enterprises were: desire to build a net worth to be delivered to the family as a family legacy; knowing they had the professional capacities to start an enterprise and, finally, wishing to have better economic conditions. With regards to the 6 NFBs feminine entrepreneurship is a conviction motivated by a desire to be independent, of achieving professional development and the intention to economically improve their quality of life. With respect to common factors between the 12 cases, although comments were made that the presence or absence of certain elements of the EFR® Model is not decisive factors to make the decision of undertaking.

Key words: entrepreneurships, women, family business, non-family businesses, EFR® Model

Resumen

El objetivo de esta investigación es identificar si la presencia o ausencia del Modelo EFR® en las organizaciones puede generar comportamientos empresariales en las mujeres, realizando un análisis comparativo entre empresas familiares y empresas no - familiares, con el fin de identificar y potenciar los factores desencadenantes de estas empresas. Esta investigación se basó en la metodología cualitativa, con la creación de modelos. Así que esta investigación seguirá

Resumo

O objetivo desta pesquisa é identificar se a presença ou ausência do Modelo EFR® nas organizações pode gerar comportamentos de empreendedorismo nas mulheres, realizando uma análise comparativa entre empresas familiares e não familiares para poder identificar e potencializar os fatores impulsores destas empresas. Esta pesquisa se baseou em uma metodologia quantitativa com a criação de modelos. Portanto, esta pesquisa seguirá

Entregado en 18/04/2012 | Aprobado en 10/05/2012.

1. Artículo de investigación.

2. MSc, Dirección de Empresas, Universidad de La Sabana, INALDE. maria.lopez@inalde.edu.co

3. Asistente de Investigación, INALDE. pamela.leyva@inalde.edu.co

4. MSc, Diseño y gestión de procesos, Universidad de La Sabana, Asistente de Investigación, INALDE. pilar.sepulveda@inalde.edu.co

el proceso lógico-experimental, mediante el establecimiento a priori, un modelo que será validado a través de estudios de caso tipo IV, que puede determinar las generalizaciones analíticas. Doce empresas fueron seleccionadas, de las cuales 6 fueron FBs y 6 eran NFBs. Estos casos se encuentran en los diferentes sectores económicos y eran de diferentes tamaños. Las entrevistas se aplicaron a las mujeres que iniciaron este tipo de empresas, utilizando un muestreo intencional, la realización de una clasificación basada en la integración del análisis deductivo e inductivo de la información. Con base en el Modelo EFR^{*} tres se presentan como no coherentes con los resultados presentados. En cuanto a los 6 casos FBs se concluye que los conductores para iniciar sus empresas fueron: el deseo de construir un patrimonio para ser entregado a la familia como un legado de la familia, sabiendo que tenían la capacidad profesional para iniciar una empresa y, por último, que desean tener mejores condiciones económicas. Con respecto a la iniciativa empresarial femenina en los seis casos de NFBs es una convicción motivada por el deseo de ser independiente, de lograr el desarrollo profesional y la intención de mejorar económicamente su calidad de vida. Con respecto a los factores comunes entre los doce casos, aunque se hicieron observaciones de la presencia o ausencia de ciertos elementos del Modelo EFR^{*} estos factores no fueron decisivos para tomar la decisión de iniciar la empresa.

Palabras clave: actividad empresarial, mujeres, negocio familiar, negocio no familiar, Modelo EFR^{*}

o processo lógico-experimental estabelecendo, a priori, um modelo que será validado por meio do estudo de casos tipo IV, que pode determinar generalizações. Doze companhias foram selecionadas, das quais seis eram empresas familiares e seis não familiares. Estes casos estavam localizados em setores econômicos diferentes e eram de diferentes tamanhos. Entrevistas foram feitas às mulheres que iniciaram estes negócios, usando amostragem intencional, realizando uma categorização baseada na integração da análise dedutiva e indutiva da informação. Baseado no modelo EFR^{*}, três propostas foram declaradas que não eram coerentes com os resultados apresentados. Quanto aos seis casos de empresas familiares, chegou-se à conclusão que os impulsores para iniciar seus negócios foram: o desejo de construir um patrimônio líquido para ser entregue à família como um legado familiar, saber que tinham as capacidades profissionais para começar uma empresa e, finalmente, o desejo de ter uma situação econômica melhor. Em relação às seis empresas não familiares, o empreendedorismo feminino é uma convicção motivada pelo desejo de ser independente, de alcançar um desenvolvimento profissional e a intenção de melhorar economicamente sua qualidade de vida. Com respeito aos fatores comuns entre os doze casos, apesar de que foram feitos comentários sobre a presença ou ausência de certos elementos do Modelo EFR^{*}, estes fatores não são decisivos para tomar decisões do empreendimento.

Palavras-chave: empreendedorismo, mulheres, empresas familiares, modelo EFR^{*}.

Introduction

The inclusion of women in the labour world has been one of the largest and quietest revolutions of history¹ (Chinchilla & León, 2005). This revolution has had effects in the family and labour scopes. Labour demands are more challenging and the family demands have not been reduced. This generates a conflict in the woman, independent of its nationality. Doubtlessly today's woman is more prepared, has better opportunities and positions within the labour work, but it does not mean that all her needs and expectations are covered. In Colombia, for example, just between 10% and 12% of the top management positions in the companies are held by women, and those that reach these portions have salaries that are between 10 and 15% below those of men (Asociación de Gestión Humana – ACRIP, 2008).

The family – woman conflict, in its dual dimension, is also present in women's daily activities. The domestic scope, because of its time demands, (Baltes & Heydens-Gahir, 2003; Frone et al, 1992a) and the pressure it has on the person (Batt & Valcour, 2003; Tausig & Fenwick, 2001) is one of the factors that are part of the conflict.

However, this does not mean that the Family – Work interface is always negative; however, it is the one that has been less researched (Crouter, 1984) and it is the study thereof the one that would allow to understand the work – family conflict (T-F) (Frone et al, 1997, 2003; Greenberger & O'Neil, 1990; Gutek et al, 1991; Kinnunen & Gerris, 1996; Spitze, 1988).

On top of the foregoing reality, there is another one: in the last two decades, women have occupied an important part of the professional field of entrepreneurship. The corporate management of public relations, entrepreneurship, government issues and customer service are areas in which women have made a great progress. Because of the nature of these positions, the «personal» and «professional» potentials are overlapped. Little research has focused on the effects of the family on the work relationships for women that occupy managerial positions (Scott, 2001). Another field in which women's contribution has been highlighted is in the family businesses, in issues such as: a) Management competencies (Chinchilla & León, 2005); b) Planning of the succession process (Babson College, 2002); c) Balanced composition of the government bodies (Salganicoff, 1990). However, there has been very little research in this subject matter in our Latin American context.

1. Chinchilla & León, 2005).

All of the foregoing demands a deeper look into the labour circumstances that push the women to start their own enterprises, of a family nature or otherwise. That is why the purpose of this research is to identify if the presence or absence of the EFR® Model (Chinchilla, 2007) in the organizations can generate entrepreneurial behaviours in women, conducting a comparative analysis between family and non – family businesses, in order to identify and potentiate the triggers of these enterprises.

The value of this research is to give to the global academic community, from a Latin American country in which more than 90% of its EFs (Gaitán, 2001; Jiménez & Costa, 2009) a vision on entrepreneurship of the Colombian woman in Family businesses (EF) and non – family businesses (ENF). We are focused on the importance of studying women's enterprises in Colombia, because besides being a country in which only between 10% and 12% of the top management positions are held by women (ACRIP, 2008), it is a country in which the women workforce represents 43%. Therefore, this subject matter deserves to be the subject of study for the survival of those companies.

Literature Review

Women's condition in the labour world has generated some uncertainty in recent research (Still, 2009), because its attitude regarding life is different; today the businesses find a woman that is ambitious in the work sphere that is able to combine work and family, social life and other community activities (Still, 2009). However, other studies reflect that some women see entrepreneurship as a way to achieve a better balance between work and family. But the results show otherwise, and it is concluded that the entrepreneurial spirit cannot be used as a means to achieve the balance between work and family. The entrepreneurs can achieve this balance taking other paths. (Kirkwood & Tootell, 2008).

For decades, the working woman has faced difficulties in the work world such as: inequality in the economic remuneration, (Now, 2006), lack of definition of a career plan according to her training, and the reconciliation between family and work (Chinchilla, 2007) and this situation is not alien to the field of the family businesses as the women in family businesses have played an invisible role, as have been the literature on this subject matter (Fitzgerald & Folker, 2003). There has been evidence that the rise of women to the top management tiers of the corporate hierarchy has been very slow; very few women obtain high positions both in management as in government. (Daily et al, 1999; Karr, 1991; Morrison et al, 1992; Powell & Butterfield, 1994). However, the number of women in top management positions and in the board of directors has been slowly

growing during the last decade (Burke & Mattis, 2000; Daily et al, 1999; Singh & Vinnicombe, 2003b, 2004).

In family businesses, the behaviour of the participation of women has not been very different from the non – family businesses. However, taking in to account the evolution that they have had in society, it is very common to find within the possible successors of a founder a woman as trained or even better trained than some of the men. In the United States, in 1994 it was said that only 2% of the daughters had the chance to become the successors of their fathers. In 2005, 9.5% of the family companies report a woman as their CEO, and even more notable is that in 5 years' time it is expected that 34% have a woman as their CEO. (Vera & Dean, 2005). Studies carried by Babson en Massachusetts (2003) shows that more than 25% of the current owners of family businesses have the intention of leaving their daughters in charge of the business. Through the different roles that can be played by the entrepreneur women in the family business, women must be prepared and adopt an active attitude regarding the business and the family to be able to face the challenges posed by the family business and to make their respective contributions.

Those challenges can be focused on: a) facing the succession process if the company was inherited (Cole, 1997), b) the quest for the desired balance between professional development, family development and the development as woman (Adams & Flynn, 2005; Chinchilla & León, 2005), and c) the design of her career plan, independent of gender. (Van Vianen & Fischer, 2002; Lyman, Salganicoff, & Hollander, 2001).

However, in the non – family businesses women must also face challenges to continue their professional development process; and these challenges are what, in many occasions, trigger the entrepreneurship (Wallace, 2009), in family or non – family businesses.

Empiric studies on women's entrepreneurship have emphasized the entrepreneurial spirit as a choice of occupation and, as a result of it, have established economic and demographic factors as facilitators of the women's entrepreneurship (Langowitz & Minniti, 2007). Other researchers have focused on the analysis of the influence of the perception variables on the trend or inclination to start a business and on the relationship between these and the socio – demographic variables. These authors found that the factors that influence the women's and men's entrepreneurial spirit tend to be the same; but in spite of these similarities, the rates of participation of the women in the entrepreneurial initiative are systematically lower than those of men. In Colombia the women's entrepreneurship rate for 2008 was of 19,1% versus 30,3% of men (GEM Colombia, 2008).

The triggers of women's entrepreneurship

Many people (particularly women) see entrepreneurship as a manner to achieve a better equilibrium between work and family that the one offered by paid employment. In the study conducted by Kirkwood & Tootell (2008), 32 women entrepreneurs were interviewed in order to explore the work – family conflict. The study reveals that the women entrepreneurs have a greater number of flexible works, such as to choose where to work, how much to work and with whom, as well as the management of their roles in the family. This study concludes that the entrepreneurial spirit cannot be taken as means to achieve the equilibrium between work and family.

The literature reviewed includes studies on the triggers for women to stop being employees and face the challenges of entrepreneurship. According to Wallace (2009), in a study with certified - public - accountant women that left their role as employees, this decision was caused by the lack of aspirations in the work they had and frustrations with the money value of the services rendered. A research conducted in Australia about the condition of women in the labour world concludes that the working woman today is a person that is ambitious in her job, with capabilities, as she performs her work with quality and also combines work and family social life and other activities for the community (Still, 2009). Another work with civil engineer women in the United Kingdom shows the strategies and action plan of these women to achieve a life – work balance in an environment highly dominated by men. (Watts, 2009).

The initiatives of the women's entrepreneurship, as family business or otherwise, are driven by different factors according to the experience that they have had according to their environment and to their life project. These factors have included: a) the professional and personal development. (Lyman, Salganicoff, & Hollander, 2001), b) To look after the family wealth (Dugan et al, 2008), c) Definition of the career plan within the family business (Kottis, 1996), and d) the presence of policies that are responsible with the family that allow the reconciliation of family and work (Van Vianen & Fischer, 2002; Chinchilla & León, 2005).

Enterprises led by women and the EFR ® Model

Considering that the purpose of this research is to identify the influence of the components of the EFR ® Model (Chinchilla, 2007) in the women – led enterprises, comparing family and non – family enterprises. It is necessary to find, through the review of the literature, whether or not there is a

relationship between the enterprises led by women and the elements of the EFR ® Model.

Even though the current literature includes a lot of information on the work – family relationship and what this generates in a positive manner as satisfaction in the work – family balance (Ezra & Deckman, 1996), reduction of the work – family conflict (Goff et al, 1990), affective commitment with the companies (Grover & Crooker, 1995; Harr & Spell, 2004), reduction of rotation and economic losses (Rogers & Rodgers, 1989) and retention of the employees and reduction of the related index (Johnson, 1995), there are very few cases in which the EFR ® Model is found as part of the research and mainly that the research has said model as part of its structures and its tools. Cases such as Chinchilla (2007), in which the EFR ® Model is explained; Idrovo (2006), in which besides explaining the model it makes a survey of information of some Colombian companies and employs the tools of the model to make the analysis; and Poelmans (2008), who describes the model, are part of a small list of the bibliography in that regard.

The EFR ® Model, seeks that the company supports the persons that make it up, creating an environment that allows it to harmonize their work life and their family and personal life, simultaneously seeking equal opportunities. The reason why this investigation is based on this model is focused on that, because the harmony it seeks, it could be a brake or a booster for women's entrepreneurship. The EFR ® Model is comprised of three main elements: policies, facilitators and culture. Each one of these elements covers several issues as can be seen in Figure 1.

1. Policies

- **Labour flexibility policies (time and space).** These allow the employee to have flexible working hours (with short absences and / or long leaves of absence) according to the family and personal needs. This group also includes the *space flexibility policies* that offer the worker the opportunity to work from home or at the office, to prevent displacements and long journeys.

Examples of labour flexibility policies (time)

Flexible working hours

Part time job

Compressed workweeks

Reduced working hours for a lower salary

Examples of labour flexibility policies (space)

Video-conferencing

Possibility of working at home

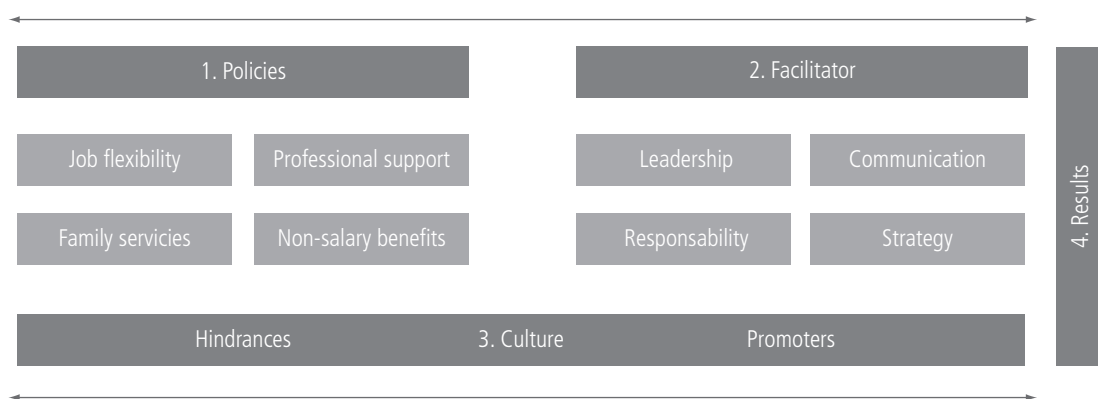


Figure 1. Elements of the EFR ® Model. Source. Chinchilla, 2007

- › **Professional support and advice.** These seek to guide, give advice, provide information and training to the employee regarding the reconciliation of work, family and personal life, and it includes training and / or advice in specific issues.

Example of Professional support and advice

Training on time and stress management
Professional counselling
Personal and family counselling
Legal/financial and tax counseling
Training on family issues
Training on how reconcile work and family
Training on different working styles of man and woman

- › **Family services' policies.** Aimed to the reduction of the load of the employees regarding their domestic chores and family role. Examples thereof are: to provide information about nurseries, schools, old people homes and centres, etc.

Example of Family services' policies and others

Information on centers for elderly and handicapped
Tickets or subsidies for meals at restaurants
Information on daycares and schools
Daycare service
Gym

- › **Extra – Salary Benefits' Policy.** They seek to give additional benefits to the employees, in order to lighten the tension (for example, to think in health coverage for the family, redundancies,

etc.). It can be considered as perk everything that the company offers ad that is not required by the law.

Example of Extra – Salary Benefits' Policies

Health care plan for family members
Life insurance
Outplacement service
Retirement plan
Accident insurance

2. **Facilitators.** The facilitators allow identifying how does the company puts leadership, communication, responsibility and strategy into practice in order to be able to develop and implement flexible policies responsible with the family.
- › **Leadership.** It seeks to guide, communicate and give support to the personnel in the process if change to an EFR®. The leaders must be congruent with what they say and do and in that way they motivate the employees to become part of this new culture.
- › **Communication.** A good communication is one of the factors of success for the policies not to stay written and become culture.
- › **Responsibility.** It is the responsibility of all the members of the organization, the management, administrators and workers, regarding the implantation and utilization of the formal policies.
- › **Strategy.** The guidance of the company must match the thinking of an EFR®, namely to incorporate the respect to the family and the personal life of those that are part of the organization in the mission, vision and values.

3. **Culture.** The culture refers to all the most common practices and non - formal habits that condition the progress of the company towards an EFR*. These can become boosters or brakes. An example of a brake can be to make meetings after the end of the work day, while a booster is that the family becomes an issue that can be discussed, as well as maternity, the care of elderly people, etc.

The Latin American Context

Starting on the 1980, there has been an increase in the women's participation in the Latin American labour market (CEPAL, ILO, 2005). In Latin America, the female share of the management position has been estimated in between 25 and 35 per cent, figures that did not occur 10 years ago. Statistical analysis (Durán & López, 2009) indicates that the Hispanic executive women classify themselves significantly above Hispanic men regarding leadership, personnel knowledge and negotiations. However, as the number of women in management position goes up, their representation in the higher echelons of the corporate hierarchy does not grow at the same pace (Maxfield, 2005).

Considering that this research is applied in the context of a Latin American country, it is necessary to highlight that our Latin context is different from the North American context and from European countries regarding the participation of females regarding jobs in entrepreneurial subject matters. Such differences lie with the cultural perception and inequality on the working participation and opportunities between men and women. In Latin America there is discrimination towards women regarding job levels and management levels (Ogliastri et al, 1999). Studies have concluded that Latin Americans, when compared with North Americans and Europeans, are more prone to "expect and accept" that the power is unevenly distributed within the companies (Daskal, 1996); this is a propitious environment to accept the work inequality between genders. The foregoing is a trigger for the Colombian women to start their enterprises outside their current company.

Considering that there are 23.312.832 women in Colombia and that 43.7% of this figure is occupied in the labour market (ACRIP, 2010) and that on top of this 90% of the companies are EFs, it is vital to study and to learn those female's enterprises in order to strengthen them and to start consolidating them as companies, either family or non - family ones.

As it can be seen, the foregoing review of the literature requires a deeper look at the circumstances that push the women to start their own enterprises that

can become family or non - family businesses, and whether or not this is related to the EFR* Model.

The importance of this research lies in giving to the global academic community, from a Latin American company in which more than 90% of the companies are family - owned (Gaitán, 2001) a vision of the participation of the Colombian women in their role as entrepreneurs by means of the comparison between EFs and ENFs, highlighting from the different factors of the EFR* Model, which are those that determine the women's entrepreneurship and which of them has more force to be studied in depth, seeking the strengthening of the family companies.

Research Model

This research proposes to add to the EFR* Model the women's entrepreneurship as variable to be explained, through the investigation question; which is the influence of the EFR* Model in the family and non - family enterprises led by women?

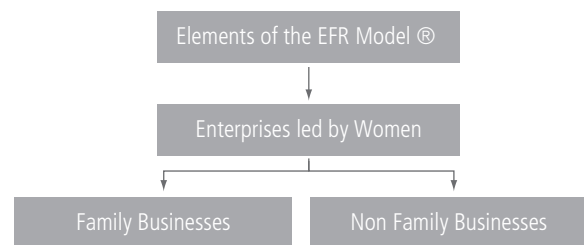


Figure 2. Research Model

From the preceding presentation of the policies of the EFR* Model, the following proposition is made:

- P1: The absence and / or presence of the **policies** of the EFR* Model in an organization influence the enterprises led by women, where these enterprises are family or non - family enterprises/business.

As from the presentation of the **facilitators** of the EFR* Model, the following proposition is made:

- P2: The absence and/or presence of the **facilitators** of the EFR* Model in an organization influence the enterprises led by women, where these enterprises are family or non - family enterprises/business.

As from the presentation of the **culture** of the EFR* Model, the following proposition is made:

- P3: The absence and/or presence of a culture of the EFR* Model in an organization influence the enterprises led by women, where these enterprises are family or non - family enterprises/business.

Methodology

It is necessary to highlight that this research is submitted as work in progress.

This is a qualitative research that follows the logic – experimental process (Christenson, 1976), establishing an a priori model using Type III Case Studies, also known as multiple cases, in which analytic generalizations can be made (Yin, 2003). It has been planned to conduct this research in two phases: **Phase 1.** First diagnosis of the absence or presence of the components of the Model in the “incubator” company of Colombian women’s family and non – family enterprises. **Phase 2.** Second diagnosis linking the perceptions of employer vs. the perceptions of the employees, results of the Colombian women’s family and non – family enterprises in the light of the components of the EFR® Model. For this working progress we will focus only on Phase 1.

Twelve companies were selected through intentional sampling, 6 of them EFs and 6 ENFs, led by women and located in different economic sectors and with different sizes. The added value generated by the comparative analysis between EFs and ENF lies in that it allows to analyze whether the factors that motivate the creation of EFs are similar or different than those that motivate the creation of ENF, to be able to potentiate, in each case, said factors and to allow in that way the creation of more companies that last through time, mainly family companies. The interviews were made to the entrepreneur women in these companies, using a semi – structured guide and with pre – established analysis categories. (Corbin and Strauss, 1990).

Concepts and techniques of the grounded theory (Corbin & Strauss, 1990), as well as crossed study of multiple cases (Yin, 2003). The crossed analysis shall operate the logics of the literal replication (comparison of similar cases), using each case as a consecutive experiment to confirm or otherwise the findings of the previous one until saturation (Yin, 2003; Eisenhardt, 1989).

Case study design

This research worked the type - III Yin’s classification (2003), namely manifold cases with one analysis unit. Manifold cases because six family businesses and six non – family businesses were studied, and the analysis unit was determined by the entrepreneur woman. To ensure the quality of the design of the investigation (Yin, 2003) the following elements are evidenced.

Validity of the factors. The following points will be pursued: 1) different sources of information (documents, interviews, direct observation), so the data obtained can be triangulated. 2) Chain of events, there

must be a coherent relationship from the research questions to the analysis of the conclusions.

External Validity. It is obtained from the design of the research with manifold cases

Internal Validity. The Matching of Patterns technique (Yin, 2003) was used, which implied the intra and inter – cases comparison to find common patterns (in terms of the categories) and the relationships between the emerging categories (Eisenhardt & Graebner, 2007). This process was carried out under the logic of the literal replication between similar cases (Yin, 2003), that consists on treating each case as an experiment in which each one serves to identify, confirm (or reject) the coincidence of the patterns between the cases. This link between emerging theory and evidence generates the internal validity of the results.

Reliability. The following tools will be used for each study: 1) research protocol (the general manner in which the interviews are tackled and the data are collected) and 2) data base with all the annotations and interviews so if it has to be repeated by third parties it can be obtained with equal results.

Selection of the cases

The 12 cases contained in this research were extracted through a purpose sampling, as the authors had the contacts and it was leveraged with the research incubator of the entrepreneurship area of La Sabana University. The 12 family and non - family business allowed the study of entrepreneur women that had prior experience as employees and to explore about policies, facilitators and culture in their old jobs and which were these engines to start their current business.

It is a posture already accepted in the academic world focused on qualitative research that for a multiple – case study it is not necessary to have a randomized, statistically representative sample, particularly when the purpose is the construction of a theory of their own or the contextualized conceptualization (Eisenhardt & Graebner, 2007; Yin, 2003).

Data Collection Techniques

The data collection techniques during the fieldwork were: in – depth interviews with a semi – structured guide with open answer questions; internal documents furnished by the reporting companies and non – participant observation. The information collected in the interviews is the main source, but the triangulation of the information was made as from different sources as the basis for its validity.

The in – depth interviews were made to 12 businesswomen, responsible for the general direction of the companies. The interviews took place in the work place of the internal actors, in the period between June and November of 2010. They were individual, at company level, open, with an approximate duration of two hours, for a total of 24 hours of interviews, and were recorded by means of extensive and detailed notes².

Case study protocol

For Yin (2003), the protocol to conduct cases must contain four main elements to guide the researcher and those persons wishing to verify the study process: 1) global vision of the project (Table 1); 2) field procedure (Table 2 and 3); 3) study questions or topics of the research study (Table 4); 4) guide for the report of the cases.

Research Questions	Analysis Unit	Level of questions	Analysis Categories	Information Sources	Persons to be interviewed
The absence of which policies of the EFR ® Model influences the entrepreneurial decision of the Colombian working women in Family or Non – Family Businesses?	Business Woman	Level 1. Women regarding policies of their old job Level 2. Women regarding her perception as employee regarding the policies	Policies: Working Flexibility Professional Support Family services Extra - salary benefits	Interviews	Business Woman (current general manager of the company)
The absence of which facilitators of the EFR ® Model influences the entrepreneurial decision of the Colombian working women in Family or Non – Family Businesses?	Business Woman	Level 1. Women regarding facilitators about their old job Level 2. Women regarding her perception as employee regarding the facilitators	Facilitators: Leadership Communication Strategic Responsibility	Interviews	Business Woman (current general manager of the company)
The absence of an EFR culture influences the entrepreneurial decision of the Colombian working women in Family or Non – Family Businesses?	Business Woman	Level 1. Women regarding la Organizational Culture of their old job Level 2. Women regarding her perception as employee regarding the culture	Organizational Culture	Interviews	Business Woman (current general manager of the company)

Table 1. Case Study Protocol

Research Questions	Analysis Unit	Discussions
Which element or elements of the EFR® Model were the driver of the women's enterprise of a Family or Non – Family Level?	Individual Cases Crossed Cases	Business Woman and researchers
The businesswomen with Family and Non – Family enterprises have solved the work – family conflict in its dual dimension?	Individual Cases Crossed Cases	Business Woman and researchers

Table 2. Data Analysis

Interviews	Time	Quantity	Purpose	Topics
Business Woman Semi-structured	2 hours Total: 24 H	12	Policies Facilitators Culture Results	1.1 Working Flexibility (in time and space terms); 1.2 Professional Support and advice; 1.3 Family services' Policies; 1.4 Extra - salary benefits; 2.1 Leadership Practices; 2.2 Communication; 2.3 Responsibility regarding EFR policies; 2.4 Strategy; 3.1 Common practice and habits of the enterprise; 4.1 Entrepreneurship or intra-entrepreneurship

Table 3. Design of Interviews and Topics

2. Activity facilitated by the skill,s experience and job of the researchers.

The treatment of the data and the cross – analysis of cases

The wording and the narrative in the research cases were structured in a way that they show the different points of view of the business women regarding each one of the categories of analysis. The foregoing in order to take into account the points of view on the researched phenomenon.

For the identification of intra and inter case common patterns, the open codification technique (Corbin & Strauss, 1990) was used. Throughout the analysis of cases some categories start to emerge that allow the reconfiguration of the conceptual framework from which the research started. These categories appear due to the recurrence of answers of the different actors that take part in the research. Under this technique, the logic of replication³, the particular contents for each one of the emerging categories were found and their dimensions were built and developed. Below we present the findings in synthesis tables (Eisenhardt & Graebner, 2007, pp-28-29).

For the identification of intra and inter case common patterns, the open codification technique was used (Corbin & Strauss, 1990). According to Corbin and Strauss (1990), “the data are broken down into incidents, ideas, occurrences and discreet acts which are then given a name that represents or replaces them. As the analysis of the data continues if another object, occurrence, act or event is found, which is

conceptualized through comparative analysis that shares some common characteristics with a n object or occurrence, then it receives the same name, name the same code is given to it”.

During the analysis of the cases, emerging categories arise that allow to start reconfiguring the conceptual framework from which the research started. These categories appear because of the recurrence of answers of the different actors that participate in the research. The literal replication technique (Yin, 2003), seeks to generate several experiments (each case corresponds to an experiment) with s similar results that, by finding common inter – case patterns build the analytical generalization, namely within the context in which the research has been made (Yin, 2003; Eisenhardt & Graebner, 2007). Under this technique, the logic of replication^{4[1]}, the particular content for each one of the emerging categories was found and their dimensions were built and developed. In summary, the process of analysis and interpretation tends to the contextualized conceptualization that implied three phases: 1) The categories found through the open codification were labelled. 2) The replication logic was used to establish common patterns supported on the empirical evidence. 3) Conceptualization or interpretative synthesis from which the results of this research emerge, namely the construction of a contextualized emerging theory that answers the research questions. Below is the contextualization of the 12 cases selected.

Interview 1

Family business

Services’ sector. Age of the company: 15 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	<p>“When I was an employee, the time to spend with my family was very limited; now I manage my time and have more power to make decisions in the company, in this case mine”</p> <p>“However now I have more responsibilities and every day there are new challenges and some difficulties with clients, vendors, employees, family and other”</p> <p>“In the company that I used to work for they did not have perks such as nursery, parking lot, restaurant)</p>
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	<p>“My boss in my previous job motivated me with permits or bonuses provided that I did my job”</p>
	Communication	
	Responsibility	
	Strategy	
Culture	Brakes	<p>“The training achieved in my previous work and the competencies developed led me to start my own family company”</p>
	Boosters	

3. Each case is treated as an experiment to conform or otherwise the inferences made in other similar cases

4. [1] Each case is treated as an experiment to confirm or otherwise the inferences made in other similar cases

Interview 2

Family business

Industrial sector. Age of the company: 5 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"In my previous job I worked half a day. When I got my children I already was an entrepreneur, so I did not see the difference in the time spent with the kids and the company"
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"In my previous job I felt that the company promoted a good communication between the employees and I felt that my boss had given me a good level of empowerment"
	Communication	
	Responsibility	
	Strategy	
Culture	Brakes	"I decided to create my own family because of the support that to have a family company means to me and to my family"
	Boosters	"To marry my husband, who previously had started a company, was a driver to start our own family company"

Interview 3

Family business

Manufacture sector. Age of the company: 16 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"In the company I used to work for, if I had to work for 24 hours, I did it. Now that I am an entrepreneur, it has been difficult for me to stop doing it. It is hard to say it and to accept it, but it is the truth."
	Professional Support	
	Family Services	"I work with my husband, we share the same work space and share a lot of time and, in this case, sometimes the family is sacrificed"
	Extra-Salary Perks	
Facilitators	Leadership	"Besides the monetary rewards, my boss motivated me with congratulations, and, in some cases, with promotions". "In my previous job, they promoted excellent communications because, being foreigners, they had the adequate challenges, they were open, to the changes as long as one produced results and did one's job".
	Communication	
	Responsibility	
	Strategy	"When I was an employee, my boss allowed me to make decisions and it made me feel satisfied and with a lot of motivations to give my best"
Culture	Brakes	"My knowledge and my training made me think that I was able to go far with my own company. My boosters were to become independent. I started with the enterprise seeking my personal improvement, needs, dreams and a better stability for my family to have been able to create a family legacy."
	Boosters	

Interview 4

Family business

Services' sector. Age of the company: 23 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"When I was employed in my job as teacher, I had 40% of my time available for my family. Now, as a businesswoman, I think that I manage my time and according to the needs of my family I organize my time and use the time necessary and, as I always have said, what it's important is the quality of the time."
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"In my previous job, my boss was an example for me and my main driver was money."
	Communication	
	Responsibility	"In my previous job they allowed me to make decisions"
	Strategy	
Culture	Brakes	"A driver to start the family company was to get pregnant, to start our own thing, with my husband"
	Boosters	"I think that in the bottom there is the desire to take advantage of the space that the women have opened for ourselves in today's world and to make known that we are capable of doing it very well ... to set the example for my family and for the people that surround us "

Interview 5

Family business

Commerce sector. Age of the company: 20 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"In my previous job, there were no Work Flexibility policies and we assumed it as something quite normal"
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"In the company in which I used to work there were few chances of promotion, and there were very little communication between the members of the company".
	Communication	
	Responsibility	
	Strategy	
Culture	Brakes	" My husband's accident and his physical incapacity to work led to my making the decision to drive my family forward"
	Boosters	" Faced with the difficult financial situation that we were living in the family because of the situation of my husband, I decided to become an entrepreneur for the benefit of my children"

Interview 6

Family business

Education sector. Age of the company: 26 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"My husband worked in a state school and I worked in my sister's school, but what we made was barely enough to survive and we wished a change of life, to offer our children a better quality of life ... one must realize that as an employee one gets nowhere"
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"My sister had four schools and other relatives also had schools, and I said to myself: if the could why don't I?"
	Communication	
	Responsibility	"We thought in many things, in everything that could produce money, such as laundrettes, supermarkets, but the family said that we were crazy, that we were educators, our experience was as teachers and that was what we were trained to do"
	Strategy	
Culture	Brakes	"The only option that my husband had working in a state school was to get a retirement pension, and I looking for a job everyday as a pre – school teacher or as a bilingual secretary. We did not want to live our lives like that."
	Boosters	

Interview 7

Non family business

Health sector. Age of the company: 13 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"When I graduated as an industrial engineer, I went to look for s job; but when I ended my MBA I had been graduated for more than three years, I was not happy in any work and I did not last more than one year; then was when I decided to work for myself and not for other people".
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"In my family we are all employees, I do not know where des the entrepreneurial spirit comes from".
	Communication	
	Responsibility	"When we finished the MBA, we thought to make that project true, because the market research had evidenced a high demand and a very small offer."
	Strategy	
Culture	Brakes	"When we were working in the project, it was very hard that they closed our doors everywhere, they said to us "you want us to lend you money with no backing". It was in the time of the crisis of the financial sector
	Boosters	

Interview 8

Non family business

Apparel sector. Age of the company: 4 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"I have been entrepreneur since childhood, I sold everything throughout school and college. Let's say that the idea as enterprise and as production started 6 months after I finished college"
	Professional Support	
	Family Services	
	Extra-Salary Perks	"Since I was a child I have tried to get something of my own and since I was small I sold things at school and in the neighbourhood. I sold chocolate bars and sweets first, and eventually I sold everything. All the stages of my life have been focused on becoming independent."
Facilitators	Leadership	"What happened was that I sat down to think that I wanted to have a company and to mull over what was going to be. The idea arose because of factors that for several years start arising around me, with the business itself and with me. The idea arose and starting building and that was that. In my life I have created a lot of things and I have thought of a lot of businesses but this was something that got created and that now gives me a lot of joy. I love to buy fabrics, to go to events and fairs, to have workers, I love everything related with my business and my market"
	Communication	
	Responsibility	
	Strategy	"It is my dream and I is what I have always had in mind. An independent persona is going to be whatever he or she wants, the satisfaction comes when the independent person realized that he or she started from zero and, after so much efforts and sacrifice, gets to realize that he or she succeeded".
Culture	Brakes	"To be able to develop my ideas, to be able to show what I am and what I have is very important. I also find that it is very nice to be able to make decisions and to show what I know and what I can give."
	Boosters	"I think that when one person is an employee he or she becomes lazy and does not use the time it has. I am not saying that employed people do nothing, but that when you are employed is like if all you have and all you want win not come true."

Interview 9

Non family business

Education sector. Age of the company: 25 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
policies	Work Flexibility	"At the hospital everybody had collective holidays at the end of the year"
	Professional Support	"At the Hospital we did not have flexible hours because if you weren't there the patient was not seen, unless some good people helped him". "If you did not come, you were not paid".
	Family Services	
	Extra-Salary Perks	"The Hospital in which I worked before helped me to see the needs and that one could do something and do more for others"
Facilitators	Leadership	"I did think many times to start an enterprise, I submitted my ideas and only the little ones came true, the less important, because the management and the bosses were lazy, because to render a better service meant to made an extra effort".
	Communication	
	Responsibility	
	Strategy	"They did not want to do things because they were lazy. That is why I left"
Culture	Brakes	"To see the neglect and laziness of the other people to do things better. That was a personal and professional booster".
	Boosters	

Interview 10

Non family business

Taxes sector. Age of the company: 24 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"I always said to myself that I had to study to be somebody".
	Professional Support	
	Family Services	"My former job was paramount to decide to become an entrepreneur thanks to the insistence of my former boss to study and become somebody".
	Extra-Salary Perks	
Facilitators	Leadership	"In my former job I had a good communication with my boss, who supported me to study"
	Communication	
	Responsibility	
	Strategy	
Culture	Brakes	"I needed to give an example and become somebody. I did not want to be trampled over any more".
	Boosters	

Interview 11

Non family business

Communications sector. Age of the company: 5 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"In my previous job, there was apparently Work Flexibility because they did not have specific work hours, I worked under a services' agreement, but in practice it demanded a lot of time, more than 8 hours a day."
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"The environment was good in terms of Leadership and Communication, but that was not reflected in the wages or social security issues"
	Communication	
	Responsibility	"They let me make decisions, I had the leadership tools but, all the same, they were not proportional to the remuneration"
	Strategy	
Culture	Brakes	"My principal motivation to create my own company is that once one are older than 30 - 35 years, one has a lot of knowledge and experience that the companies do not value in the salary or in the type of position, and therefore to know that I had enough knowledge to start an enterprise made me do it by myself".
	Boosters	
		"I am happy this experience has been quite positive, it is hard but I feel that I am fulfilled".

Interview 12

Non family business

Commercialization sector. Age of the company: 21 years

Deductive categories	Aspects to be explored	Data - statements - (narrative)
Policies	Work Flexibility	"In my previous company the working hours were like everywhere else, little concessions at the time of asking for permission, one had to work the hours just like everybody else, we did not have family services or special benefits"
	Professional Support	
	Family Services	
	Extra-Salary Perks	
Facilitators	Leadership	"In my former job, before I started my own company, the environment was not known for its good leadership or a frequent communication between the employees."
	Communication	
	Responsibility	
	Strategy	
Culture	Brakes	"I think that, in my case, it was passion. I think that if one does not have the passion to start the company, one does not get anywhere."
		"When I was a small girl, my family had a very good economic condition, but then we came to a difficult period for all of us, all the family had to make adjustments. It was always clear to me that I did not want to have a boss, I always wanted to be my own boss".

Results

This research, considered as work in progress, presents partial results about its first phase.

Regarding the Family Companies

In the cases of family business studied, we found that the creation of a new enterprise was boosted by the intention to create **family wealth** and a **legacy** that is transmitted to the next generation, to know that they had the **professional capacity** to start the enterprise, to **observe the enterprise** in its family and lastly the search of **better economic conditions**. The entrepreneur couples required higher income, because of the quality of life that they wanted for them and for their children and they knew that they would not achieve it on their wages as employees. For the new companies, it can be said that the incentive was the family, because they were close to family businesses, owned by an aunt or a sister, it was the engine to start the enterprise, to see the example of close relatives and to have their support, it helped these enterprises to become solid companies that generate jobs and wealth for the country.

Even though the presence of policies of the EFR Model, such as labour flexibility was not paramount to start the family business, in a certain way it can be said that implicitly to have a greater labour flexibility was a state desired by these entrepreneurs, which

they expected to obtain with their own companies; the entrepreneur women said that "my company will allow me to have more time for myself; I am going to share more time with my kids". It was also found that these entrepreneurs came from entrepreneur families, one or several members of their families were entrepreneurs and it can be deduced that this may have motivated the entrepreneurship.

As it can be seen, the absence and / or presence of the policies, facilitators and culture as elements of the EFR Model existing in their old job was not determinant to start the enterprise. Therefore, it can be said that the **P1, P2 and P3** are not coherent with the results obtained from the categorization of the family business' cases.

Regarding the non – family businesses

The entrepreneurs that took part in this first part of the study with non – family business had as their **life project** to have their own company to be **independent**, to be able to execute their ideas and to work for their own things. These enterprises were born because there was a **market opportunity** and they were entrepreneurs with a vision. The absence or presence of facilitators in the companies in which these entrepreneur women worked clearly were not the trigger to create the new company; with or without them, there was a clearly detected opportunity, a work done,

studied and analyzed and a decision made. The foregoing invalidates some studies that say that women's enterprises are motivated more by need than by opportunity. The same happened with the policies of the EFR Model, their absence or presence was indifferent for the entrepreneurs in this study.

About culture, the following was detected: these entrepreneurs started their working life in a specific functional area when passed from one job to another they continued in the same area, which made their works monotonous, boring and they were not happy with what they were doing and notwithstanding the innovative culture or the good example of the management regarding the family responsibility within the organization, everything was uncomfortable for them. It can be seen that this was not their thing, that although they were very young women (25 years) when they decided to become entrepreneurs, they were already clear about what they wanted from life and that to be employees would never allow them

the professional and personal development and the economic stability that they wanted. A characteristic to be highlighted of these entrepreneur women is that they came from families where everybody was an employee, and many were pensioners waiting for their retirement payments. For some of the women the fact of not having been heard or of having been heard is a booster factor to take the decision to become entrepreneurs. Therefore, it can be said that **P1, P2 and P3** are not coherent with the results obtained from the categorization of the family businesses.

Conclusions

Regarding common factors between the 12 cases, even though they comment the presence or absence of the components of the EFR® Model they are not decisive factors to take the decision to become entrepreneurs; they become entrepreneurs seeking, some of them, flexibility of time and work - family conciliation.

	Family Business	Non – Family Business
Influence of the elements of the EFR ® Model in the enterprises led by women	- Not present	- Not present
Motivators of women's entrepreneurship	<ul style="list-style-type: none"> - To create family wealth and a legacy to be transmitted to the next generation, - To have the professional capacities to start an enterprise - To observe entrepreneurs in their families - To wish for better economic conditions. 	<ul style="list-style-type: none"> - Life Project -To be independent -Vision to leverage market opportunities - Professional, personal development and economic stability - To have been heard or not by others
Common Factors of the 12 cases in the light of the EFR ® Model	- The presence or absence of the elements of the EFR ® Model are not decisive factors to take the decision to become entrepreneur – however, seeking to have some of them, for example time flexibility and work – family conciliation.	

Figure 3. Summary of the Conclusions

Before having the results of this research, it would be possible to think that if a company or organization provided some policies, facilitators and a favourable culture for its female workers, they would remain in the company. However, with the results obtained, it can be seen that even if an entrepreneur has the most favourable working conditions that an organization can provide, it cannot curb its intention of becoming an entrepreneur and this entrepreneurship is the key seed that, in time, will be reflected in the creation of family enterprises and family legacies.

Considering the partial results of the research, the EFR® Model is excluded from the research, because

none of its components has an impact on the creation of new companies led by women. Therefore, the following phases of the study shall not contemplate directly the model and shall be limited to strengthening the comparison between the creation of family and non – family business led by Women in Colombia.

Contribution

The contribution of this research is to provide to the global economic community, from a Latin American country in which more than 90% of its companies are family - owned (Gaitán, 2001) a vision on the participation of the Colombian woman in its role as

entrepreneur, through the comparison between EFs and ENFs, highlighting from the different values of the EFR® Model, which are those that determine the women's entrepreneurship and which of them has the most force to be studied in depth regarding the creation and strengthening of family businesses. The contribution of the comparative analysis between EFs and ENF lies in that it allows identifying that the factors that motivate the creation of EFs are different from those that motivate the creation of ENF, and therefore researchers and businessmen in the family business area must work together to leverage these factors and in that way to allow the creation of more family companies that endure through time.

Limitations

The limitations of this research are centred in two points. The first one is to focus in Colombia as Latin American country, only reflecting the local reality. It would be an important contribution to the field of family business to apply the main idea of this research in other countries of the world. The second limitation is the number of cases studied. It is important to obtain a greater number of study cases to strengthen or disprove the findings.

Bibliography

ADAMS, S & FLYNN, P. Local Knowledge Advances Women's Access to Corporate Boards. *Corporate Governance: An International Review*, Vol 13 (6): 836-846. 2005

ASOCIACIÓN COLOMBIANA DE RELACIONES INDUSTRIALES Y DE PERSONAL – ACRIP. Investigación nacional de salarios y beneficios. 2008

BALTES, B & HEYDENS-GAHR, H. Reduction of work-family conflict through the use of selection, optimization, and compensation behaviours. *Journal of Applied Psychology*, 88: 1005–1018. 2003.

BATT, R & VALCOUR, P. M. Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, 42, 189–220. 2003.

BURKE, R & MATTIS, M. Women on Corporate Boards of Directors: International Challenges and Opportunities. Kluwer: Dordrecht. 2000.

CENTRO DE INVESTIGACIÓN HUMANISMO Y EMPRESA. Estado de las políticas de conciliación trabajo-familia en empresas que operan en Guatemala (Informe de investigación con base en 53 empresas encuestadas). 2009.

CHINCHILLA, N. y LEÓN, C. La ambición femenina. Cómo re-conciliar trabajo y familia. Madrid: Aguilar, 2004.

CHINCHILLA, N. Ser una empresa familiarmente Responsable ¿lujo o necesidad? Pearson Educación, ISBN-13:978-84-8322-352-9. 2007.

CHRISTENSON, C. Concepts, Theory, and Techniques: Proposal for a program of empirical research into the properties of triangles. *Decision Sciences*, 7, 631-648. 1976.

COLE, P. (1997). Women in family business. *Family Business Review*. 10(4), 353-371. 1997.

CORBIN, J, & STRAUSS, A. Grounded theory research: Procedures, canons and evaluative criteria. *Qualitative Sociology*, 13, 3–21. 1990.

CROUTER, A. Spillover from family to work: The neglected side of the work-family interface. *Human Relations*, 37: 425–442. 1984.

DAILY, C., CERTO S; & DALTON, D. A Decade of Corporate Women: Some Progress in the Boardroom, None in the Executive Suite. *Strategic Management Journal*, 20: 93–99. 1999.

DUGAN, A; KRONE, S; LECOUVIE, K; PENDERGAST, J; KENYON-ROUVINEZ, D; SCHUMAN, A. A woman's place. The crucial roles of women in family business. The Family Business Consulting Group Inc. 2008.

EZRA, M & DECKMAN, M. Balancing work and family responsibilities: flextime and childcare in the federal government. *Public administration Review*, Vol. 56 No. 2, pp. 174-9. 1996.

FITZGERALD, M. A., & FOLKER, C. Exploring new frontiers in women's family business leadership: The impact of women's motivations on family and business measures of success. In P. POUTZIOURIS & L. P. STIERER, (Eds.), *Research Forum Proceedings: New Frontiers in Family Business Research and the Leadership Challenge*: 368-377. Manchester Business School and the University of Alberta School of Business. 2003.

FRONE, M. R., RUSSELL, M., & COOPER, M. L. Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77, 65–78. 1992.

GAITÁN, A. Sociedades de familia en Colombia. Bogotá: Superintendencia de sociedades. 2001.

GOFF, S.J., MOUNT, M.K; JAMISON, R.L. Employer supported childcare, work-family conflict and absenteeism: a field study. *Personnel Psychology*, Vol. 43, pp. 793-809. 1990.

- GREENBERGER, E., & O'NEIL, R. Parents' concerns about their child's development: Implications for fathers' and mothers' well-being and attitudes toward work. *Journal of Marriage and Family*, 52, 621-635. 1990.
- GROVER, S.I.; CROOKER, K.J. Who appreciates family-responsive human resources policies: the impact of family-friendly policies on the organizational attachment of parents and non-parents. *Personnel Psychology*, Vol. 48, pp. 271-287. 1995.
- GUTEK, B. A., SEARLE, S., & KLEPA, L. Rational versus genero-role explanations for work-family conflict. *Journal of Applied Psychology*, 76: 560-568. 1991.
- EISENHARDT, K. Case study theory research. *Academy of Management Review* , 14(4), 532 - 550. 1989.
- EISENHARDT, K; GRAEBNER, M. Theory building from cases: opportunities and Challenges. *Academy of Management Journal*, Vol. 50, No. 1: 25-32. 2007.
- IDROVO, S. Las políticas de conciliación trabajo-familia en las empresas colombianas. *Estudios gerenciales*, julio-septiembre, año/vol. 22, número 100, pp. 49-70. 2006.
- JOHNSON, A.A. The business case for work-family programmers, *Journal of Accountancy*, Vol. 180 No. 2, pp. 53-58. 1995.
- KARR, A. Labor's Martin is out to break "glass ceiling. *Wall Street Journal*: B6. 1991.
- Kirkwood, J. y Tootell, B. Is entrepreneurship the answer to achieving work - family balance. *Journal of Management & Organization*. 14(3), 285-302. 2008.
- KINNUNEN, U., & GERRIS, J. (1996). Work experiences and family functioning among employed fathers with children of school age. *Family Relations*, 45: 449-455.
- KOTTIS, A. P. Women in Management and the Glass Ceiling in Greece: An Empirical Investigation. *Women in Management Review*, 11: 30-38. 1996.
- LANGOWITZ, N., & MINNITI, M. The Entrepreneurial Propensity Of Women. *Baylor University. En Entrepreneurship Theory and Practice*: 341-364. 2007.
- LYMAN, A; SALGANICOFF, M; & HOLLANDER, B. Women in family business: An untapped resource. *Sam Advanced Management Journal*: 47-48. 2001.
- MORRISON, A. M., WHITE, R; VAN VELSOR, E. and the Center for Creative Leadership. *Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?* Addison-Wesley, Reading, MA. 1992.
- POELMANS, S. Harmonizing work, family, and Personal life; From policies to practice, ISBN 978-0-521-85869-4. 2008.
- POWELL, G. N; BUTTERFIELD; D. Investigating the "glass ceiling" phenomenon: An empirical study of actual promotions to top management. *Academy of Management Journal*, 37: 68-86. 1994.
- SALGANICOFF, M. Women in family businesses: challenges and opportunities. *Family Business Review*, vol III, N° 2: 128-134. 1990.
- SINGH, V. & VINNICOMBE, S. Women Pass a Milestone: 101 Directorships on the FTSE 100 Boards. *The Female Report 2003*. Report from Centre for developing women business leaders. Cranfield School of Management, Cranfield. 2003.
- SINGH, V. & VINNICOMBE, S. Why so Few Women Directors in Top UK Boardrooms? Evidence and Theoretical Explanations. *Corporate Governance: An International Review*, 12: 479-488. 2004.
- STILL, L. Women in management: a personal retrospective. *Journal of Management and Organizations*, 15 (5), 555-561. 2009.
- SPITZE, G. Women's employment and family relations: A review. *Journal of Marriage and Family*, 50, 595-618. 1988.
- TAUSIG, M., & FENWICK, R. Unbinding Time: Alternate Work Schedules and Work-Life Balance. *Journal of Family and Economic Issues*, 22:101-119. 2001.
- VAN VIANEN, A. & FISCHER, A. (2002). Illuminating the glass ceiling: The role of organizational culture preferences. *Journal of Occupational & Organizational Psychology*, 75(3): 315-337.
- VERA, C; DEAN, M. An Examination of the Challenges Daughters Face in Family Business Succession. *Family Business Review*, 18: 321-345. 2005.
- YIN, R. K. Case study research: Design and methods (3rd ed.). Thousand Oaks, CA: Sage. 2003.