

**Family Influence, Entrepreneurial Passion and Gender: Multiple Case Studies of Saudi
Family Businesses**

Dissertation Submitted to
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Abstract

Although there is a growing body of research on passion in the entrepreneurship literature, little is still known about the factors that drive entrepreneurial passion and how different cultural settings affect it. In this study, I look at family influences that could motivate entrepreneurial passion in recognition of the fact that entrepreneurship is socially embedded. The choice to start a new business is among the most crucial ones a person can make. The same strategy can provide different results depending on whether family members were involved or not. A variety of behaviors, attitudes, and approaches could be allowed or prohibited. Building upon past research I examine the effect of the various dimensions of family influence (Power, Experience, and Culture) which may positively or negatively impact entrepreneurial passion (Harmonious, or Obsessive).

The purpose of this study is to investigate the connection between the family influence and entrepreneurial passion among business co-owners in Saudi Arabia. This study utilized a qualitative approach, using semi-structured interviews to gather data, which was subsequently analyzed using thematic analysis. The analysis revealed several themes, including power, experience, and culture dimensions, as well as themes relating to harmonious and obsessive passion. These themes provided insights into the relationships between family influence and entrepreneurial passion. For example, the results showed that centralized power tended to promote obsessive passion, while the experience dimension showed no significant impact on entrepreneurial passion.

The culture dimension was found to be complex, affecting passion behavior in different ways. Gender was also found to moderate the relationship between power, culture, and entrepreneurial passion, leading to interesting ancillary findings discussed in the findings chapter.

This study has a valuable contribution to the literature on the intersection of family business and entrepreneurship, specifically in the context of Saudi Arabia. The findings have theoretical and practical implications for family businesses and policymakers in the Gulf region, as well as for the broader entrepreneurship and family business literature.

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Chapter 1 Introduction

Family influence is an important factor that plays a crucial role in shaping an individual's beliefs, values, and behaviors (Carr et al., 2007). It refers to the effect of family ties, dynamics, and culture on the management, decision-making, and performance of family firms (Chua et al., 1999). It can contain a variety of elements that influence how family companies behave and perform, including family values, customs, communication styles, power dynamics, and conflicts. This impact also extends to the field of entrepreneurship, where the idea of entrepreneurial passion has come to be recognized as a crucial motivator for entrepreneurial activity (Cardon & Patel, 2015). Entrepreneurial passion is characterized by a deep emotional connection to one's profession, a feeling of purpose, and a desire to have a significant positive influence on society (Vallerand et al., 2010). However, the way that entrepreneurial passion manifests itself can vary; the literature has distinguished between two distinct forms of passion: obsessive passion and harmonious passion. Obsessive passion is a negative kind of passion marked by an insatiable drive to engage in the activity that interferes with other areas of one's life, whereas harmonious passion is a positive form of passion marked by harmonious integration of the activity into one's personality and values (Vallerand, 2015).

According to Dyer (1992), an entrepreneur's family can have an impact on their work at various points throughout the career path. It is important to do this because the atmosphere in which entrepreneurship occurs may have a big influence on individuals (Busenitz & Lau, 2001; Murnieks et al., 2019). Additionally, it promotes a family-based perspective on entrepreneurship (Hanson et al., 2019). Being passionate about what they're doing is common among entrepreneurs since it motivates them to work hard every day and overcome challenges (Cardon et al., 2009).

Since entrepreneurship is an embedded phenomenon meaning “that they are situated in contexts that enable and/or constrain certain activities, actions, and strategies” (Caroline Wigren-Kristofersen et al., 2019). Considering the same process with family members involved would have different effects. Given the importance that families are made up of females and males. Assumptions and conditions of men and women can be altered within a social construction framework and vary between cultures and time, especially when I am looking at a unique culture such as Saudi Arabia. As the cases examined are in a country where men predominate, the role of gender may have a different impact on the constructs under study. Additionally, the interpersonal relationships between parents and children, and siblings to each other. That all carries implications for the business and the family. As per Dyer (1992), there are several points along the career path where the entrepreneur's family can affect the course of the career. This is crucial because the environment in which entrepreneurship takes place may have a significant impact on people. (Busenitz & Lau, 2001; Murnieks et al., in press; Powell & Baker, 2014; Santos et al, 2016). It also supports a family-embedded perspective on entrepreneurship. A business becomes considerably more difficult when family is involved. In a family business, two different relationships have to be managed by the same person a relationship with the family and with the business. Because of this, there is a need to examine the family behind all that.

In this study, I consider how a family business can be associated with diverse kinds of entrepreneurial passion through different family influences in the business. Previous research studies have examined these constructs separately, and there has been limited research on how family influence interacts with entrepreneurial passion in the context of the family business, and in relation to gender. Therefore, the current study aims to investigate the interplay between family

influence and entrepreneurial passion, with a particular focus on how gender affects this relationship.

The objective of this study is to understand how gender-based inequalities in the family may moderate "power, experience, and culture" (Dyer & Handler, 1994) that may affect whether Entrepreneurial passion is either "obsessive", It takes up a lot of room in a person's identity and could conflict with other areas of their existence. In contrast, harmonious passion results in a strong but manageable urge to join in the activity since engagement is embraced freely and without any conditions linked to it (Vallerand, 2003).

The methodology I utilize is qualitative case study analysis with a multi-case approach (Eisenhardt,1989). A total of 17 individuals from 10 family businesses were interviewed in Jeddah City/ Saudi Arabia with some in person and others via Zoom. This sample provides within-case and cross-case analysis (Eisenhardt, 1989), and has been selected purposefully to focus on each case's depth (Patton, 2007). I pick a sample that has females and males who are family members to make sure that I can compare gender differences. The interview questions were designed, based on the research objectives outlined for the current study, to gain deeper insights into the area of study. The results of the study are given in Chapter 4 and were obtained using the qualitative data analysis program Nvivo 12 Pro. The study intends to contribute to the literature on family businesses by shedding light on the unique challenges and opportunities faced by male and female family members involved in family businesses. It also aims to provide insights for policymakers and practitioners looking to support family businesses in the development of programs that consider the impact of family influence and entrepreneurial passion on the success of these businesses.

The following dissertation is organized as follows. The subject under study will be introduced in Chapter 1 with a quick summary of what is currently known, the gaps in the body of knowledge, and how these gaps are being addressed. The definitions of the main constructs and the dissertation's scope and the theoretical model are presented in Chapter 2's literature review. The study's methodology is described in Chapter 3 along with the methods of analysis and how the analysis becomes credible. The study's findings are presented in Chapter 4. The discussion of the results, study limitations, theoretical and practical implications, suggestions for further research, and a conclusion are all offered in Chapter 5.

Chapter 2 Literature Review

By analyzing studies on the subjects of family influence, entrepreneurial passion, gender, and family business in Saudi Arabia, this chapter aims to give an overview of the literature in the field of family business research. This chapter is organized as follows: The evaluation of family business definitions will come first. As a result, a definition of family business will be created for this study. The research's principal family business themes will be covered in section three. In the fourth section, theories that have been used to research on family businesses and entrepreneurial passion will be examined, and their applicability to the study will be explored. This will provide the dissertation its theoretical foundation.

Definitions and Scope

Family Business

The family business is a special type of institution. They outline an environment (or a space) in which two social structures that at first glance appear to be incompatible—namely, families and businesses—are deeply entwined. "The strong relationship between family and business is deemed natural and compatible" in family businesses (Davis, 1968). The overlapping three-circle model developed by Renato Tagiuri and John Davis in 1968 can be used to gauge the degree of family members' influence within the company (see Figure 1). Many studies have classified family companies using this concept (Sharma, 2004). It is made up of circles that overlap, with each circle standing for a characteristic of the internal family stakeholders, such as family membership, ownership, and management positions. No framework has yet been developed to help integrate the numerous promising approaches (such as those from strategic management, organizational theory, economics, sociology, anthropology, and psychology) used by researchers to study family firms,

and there is disagreement among researchers as to whether the firm or the family should be the unit of analysis (Chrisman et al., 2005). As a result, research has focused more on the firm-centered side than the family dyad side because the family-centered approach struggles to deal with family firms run by second or later-generation members. However, this research focus will be on the family-centered side and its influence on individuals' entrepreneurial passion. Chrisman et al. have split the influence and essence approaches that were used by researchers to describe the family firm in 2005. The most frequently employed impact factors include ownership, governance or directorship, management, and engagement of several family generations. The goal for intra-family succession, self-identification as a family firm, special and synergistic resources, and the preservation of socio-emotional worth are among the characteristics of those employing the essence approach. Keeping in mind that family businesses with the same combination and level of involvement may identify themselves in different ways. It is possible to distinguish between family-owned firms and non-family-owned businesses using influence-related factors (such as family ownership and family involvement in management). On the other hand, family essence (for instance, family culture, and goals for intra-family succession) may be utilized to distinguish between the various kinds of family enterprises. (Chrisman et al., 2012; Hoy & Sharma, 2010).

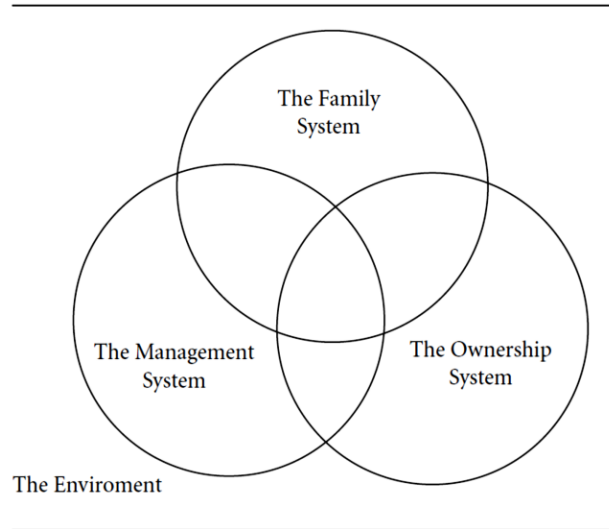
To solve this problem, Astrachan, Klein, & Smyrnios (2002) developed the Family influence (power, experience and culture) Scale, which is a standardized tool for determining the level of family influence on any firm (F-PEC). Power (family ownership, governance, and management), Experience (the generation and the number of family members working for the company), and Culture are the three components of this scale (family commitment to the firm and the overlap of family and business values). Instead, then identifying whether a company is family-owned or not, the F-PEC scale evaluates family involvement as a continuous variable. Two further investigations

have verified the scale's validity (Hold et al., 2010; Klein et al., 2005). Along with adopting a multi-dimensional perspective on how family influence (the ownership generation, family management participation, and cooperation of family members) effects company performance and behavior, Kellermann et al. (2012a) adopted the methodology used by Astrachan et al. (2002). The F-PEC scale will be used in this study to assess how family involvement affects the business and how it could result in various types of passion.

This study employed two definitions: an operational definition based on family participation and a theoretical definition based on the fundamentals of family businesses since it is possible that various definitions may have an impact on family company outcomes. The operational definition designated enterprises as family businesses if at least two family members were actively involved in the business and if the CEO agreed with this classification (Miller et al., 2008; Westhead & Cowling, 1998). Since these two requirements were guaranteed to be met, a sample of research participants met them. The sample employed in this study was based on this operational definition. Then, the F-PEC scale was used to analyze the family's effect on the family company, which has three components: Power, Experience, and Culture.

In this study, "family firm" and "family business" will both be used interchangeably. As prior studies have noted, it is essential for the family to have power and the capacity to influence the firm, hence my criteria for identifying family enterprises will include family involvement in ownership and management (De Massis et al., 2012).

Figure 1- The Three Circular Model



Source: Renato Tagiuri and John Davis (1968)

Family Influence

Shanker and Astrachan (1996) presented a continuum spanning from high to low degrees of family influence so that anybody may gauge the extent of family impact on any firm. They stated that a firm with much family engagement includes several generations working for and owning the business, as well as at least one family member in a management role. Family influence has three components: power, experience, and culture. The F-PEC is a measure of family influence that is made up of these three dimensions, or subscales. By using this indicator, firms may compare their degrees of family participation, the impact it has on performance, and other business practices. The three types of family interaction that make up this framework make additional subtle distinctions that might aid in understanding family business behavior suddenly stand out. Important factors to take into account include the level and kind of family involvement in and influence on a firm. (See Figure 2 for the F-PEC scale by Astrachan, Klein, Smyrniotis, 2002).

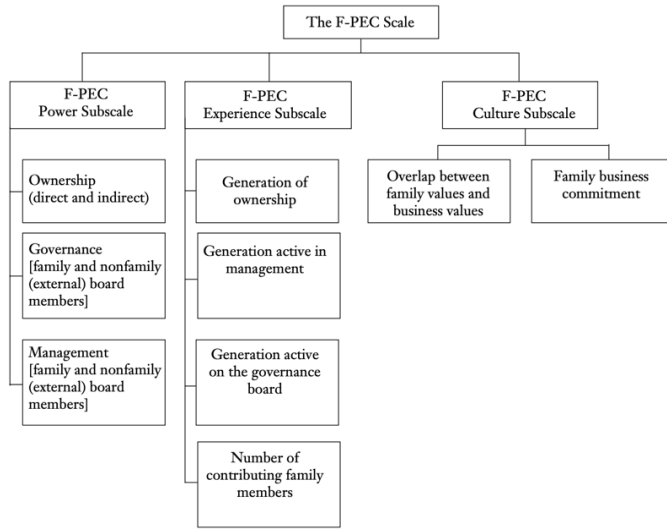
The scales measured:

1. Power: which refers to the perceived distribution of power and authority within the family business. It evaluates the degree to which family members have a say in the company's decision-making. The distribution of power inside a family business can affect the firm's performance, governance, and continuity, hence this factor is essential in family business studies (Chrisman et al., 2005).
2. Experience: which measures the degree to which family members have the necessary knowledge, skills, and expertise to manage and operate the family business. It assesses the extent to which family members possess the experience required to manage the firm effectively. This dimension is important in family business research because family members' lack of experience can hinder the firm's performance and sustainability (Gómez-Mejía et al., 2007).
3. Culture: which assesses the shared values, beliefs, and norms that shape the behavior of family members in the business. It measures the degree to which family members share a common culture and aligns their behaviors with the culture of the family business. This dimension is critical in family business research because the family culture can impact the firm's strategy, decision-making processes, and overall performance (Miller et al., 2003). Those dimensions will be looked at in our study to determine the independent variable under study (family influence), and from the F-PEC scale, interview questions were created and are included in the appendix.

According to prior studies, parents are their children's most important counselors when it comes to assisting them with making career choices (Dietrich, & Kracke, 2009). Parents may support their children's demand for independence by letting their children follow their passions and core beliefs. Relating to the entrepreneur's family of origin, some of the ground-breaking research on entrepreneurial personality has demonstrated the importance of the family in the formation of

particular entrepreneurial personality traits. Collins and Moore (1964) conducted research on entrepreneurs who experienced poverty, a lack of stability, maltreatment, and a father who wasn't there when they were little. This kind of childhood results in an individual who is "often inconsistent and confused about his motives, desires, and wishes, a person under a lot of stress who often upsets us by his seemingly "irrational," impulsive activities," according to such data from a psychoanalytic perspective, which was discussed by (Kets de Vries, 1977, p. 35, 36). Other viewpoints on how the family affects entrepreneurial activity exist in addition to the psychodynamic point of view. For example, McClelland (1965) has shown how parents who provide a caring, supportive, yet strict atmosphere at home grow children who have a great demand for accomplishment. According to McClelland, the existence of such a need is necessary for entrepreneurial activity. A number of authors, including Roberts and Wainer (1968), Ronstadt (1984), and Dyer (1992), have also claimed that self-employed parents frequently produce entrepreneurs. Consequently, it appears that parental role models support entrepreneurial behavior. Finally, Dalton and Holdaway (1989) highlighted that many of the entrepreneurs they spoke with described having important family obligations at an early age and being provided opportunities by the family to engage in entrepreneurial activities. Some families did this as a need to sustain their financial situation, while others did it because the parents wanted to provide their children with the chance to develop as individuals and instill responsibility in them. These parents equip their children with the skills, values, and confidence they need to launch their own enterprises.

Figure 2- The F-PEC Scale



Source: Astrachan, Klein, Smyrnios

(2002)

Entrepreneurial passion

A person's entrepreneurial passion has a significant role in their success. Bill Gates of Microsoft and Steve Jobs of Apple are just two examples of successful businessmen who had a great deal of passion for what they do. Many entrepreneurs are driven by their passion, as opposed to those who are driven by rational thought processes or a desire for profit. With researchers like Cardon et al. (2009), Murnieks et al. (2014), Chen et al. (2015), and Guercini & Ceccarelli (2020) looking at its significance in entrepreneurship, passion has just recently become a central issue in entrepreneurship studies. The term "passion" is frequently used to refer to "consciously accessible, intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur" (Vallerand et al., 2003) or "strong inclination toward an activity that people like, that they find important, and in which they invest time and energy" (Cardon et al., 2009).

Entrepreneurial passion is crucial for success owing to the requirement for focus and future orientation (Baum & Locke, 2004). It is related to whether a person perceives work as something they love or a task (De Clercq et al., 2013). People are inspired by their passion to overcome challenges when beginning new enterprises (Vallerand et al., 2008). Research on entrepreneurial passion has frequently concentrated on the actions and decision-making processes of entrepreneurs, but it hasn't always taken into account gender and the culture of family businesses.

The harmonious and obsessive types of passion exist separately, according to Vallerand et al.'s dualistic model of passion (DMP) published in 2003. Studies on the DMP have concentrated on how a person's passion for a particular activity became a part of their well-being and whether they experience positive or negative affect, as opposed to studies on the antecedents of passion, which have concentrated on how a person's passion for a particular activity became a part of their identity and whether they have an autonomous or controlled personality (Vallerand et al., 2006).

Thorgren & Wincent, (2013); Omorede et al., (2013); Klaukien et al., (2013); Ho et al., (2011), have built on the DMP, while other studies in entrepreneurship and management research have drawn on more context-specific frameworks, like Baum & Locke's (2004) & Cardon et al. (2009) conceptual framework. The current body of study has concentrated on analyzing variations in the intensity of expressed passion and its results, regardless of the theoretical framework.

Gender Issues in Family Business

Existing literature has demonstrated that entrepreneurship is a gendered process (Bird & Brush, 2002; Eddleston & Powell, 2008). Gender is a social construct that affects how people behave, and it has varied societal expectations for men and women in business (Ahl & Marlow, 2012; Eddleston et al., 2016; Patrick et al., 2016). According to research, men and women approach opportunities differently, see various obstacles in their way of starting a business, do so at varying rates, and

have different priorities when it comes to doing so (Adachi & Hisada, 2017; Bates, 2002; Brush, 1992; DeMartino & Barbato, 2003).

It's noteworthy that family businesses have special chances for female executives, nevertheless. In connections that power family businesses, women may play a starring role. However, they also suffer with unfair responsibilities related to the domestic work division and child-rearing (Vera & Dean, 2005). In family firms, regardless of gender, it is crucial to provide siblings similar opportunity to compete and develop into future successors (Constantinidis et al., 2009).

Literature demonstrates that, despite the benefits that women may bring to the family company, during the socialization process, they usually get treatment that differs from that of their brothers (Iannarelli, 1992). In comparison to their brothers, they could put in less hours in the workplace, develop fewer skills, and get less assistance. Furthermore, females have special hurdles when attempting to join in the family company due to family structures where younger sons and daughters rank in inferior positions (Barnes, 1988). In choosing successors, gender is important, with men being favored over women (Keating & Little, 1997; Stavrou, 1999). In family enterprises, daughters aren't often given leadership positions, and even if they are, they might not be prepared for them in the future (Dumas, 1992; Vera & Dean, 2005).

On the other side, concerns with control, power, and competitiveness are more likely to have an impact on father-to-son successions (Roseblatt, 1985). Sons' desire for control and power may cause succession to occur quicker, preventing the parent from stepping down at his own pace (Vera & Dean, 2005). However, female candidates are often taken into account as potential successors when all of the founder's children are female or when they are the first-born, but this is not always the case. It was determined that the first-born son's rule was the most common pattern (Garcia-lvarez et al., 2002).

Gender issues in family enterprises must be understood. Understanding the difficulties women face in the succession process and the reasons why there are currently so few women in leadership positions in family businesses is crucial given the anticipated increase in family business ownership turnover over the next ten years and the gradually rising number of female successors (Vera & Dean, 2005).

In conclusion, gender plays a crucial role in the entrepreneurial process, particularly in family businesses. Therefore, it will be looked at in this study as a moderator to see its effect.

Study Context:

Family Businesses in Saudi Arabia

Family businesses make about 90% of all firms in Saudi Arabia, making them the backbone of that nation's economy (Al-Homaidhi & Al-Sultan, 2017). These companies deal with difficulties, such as societal and cultural constraints that may be different from those that other cultures' family businesses deal with. This review of the literature focuses on the cultural variations that have an impact on Saudi Arabian family companies by looking at studies on the subject.

The best illustration of cohesion or oneness is the family. It is a community where those with similar ancestry or kinship live in harmony while pursuing more pressing, all-encompassing objectives (Dahlan & Klieb, 2011). Profit, on the other hand, is the goal of business. Sometimes, the pursuit of profit entails selfishness, individualism, and financial gain instead of collaboration or care for the selling party (at the expense of the other party: the customer).

In the framework of a family company, an astonishing contrast arises when love and money are mixed. As stated by Dahlan and Klieb (2011) on page 4, the success of family businesses "needs

finding a balance between the aims of family and business systems; this is challenging since they are contexts where money and emotions are both essential variables."

Family companies, particularly those that mix emotions and money as their primary emphasis, provide a problem in achieving harmony between the goals of the family and the company procedures, according to Dahlan and Klieb (2011). Given that Saudi Arabia is a collectivist nation, culture has a huge impact on how family companies run their operations (Oukil & Al-Khalifah, 2012). (Kaslow, 2006). Moreover, as the current second generation is educated and exposed to foreign cultures as a result of globalization, changes in Saudi Arabian family enterprises bring difficulties that need to be handled (Oukil & Al-Khalifah, 2012). Conflict is one of the major obstacles that family companies must overcome, especially given that many generations are frequently involved in the operation (Harvey & Evans, 1994; Ward, 2016). Family members in Saudi Arabia share ownership but not control, which can cause disagreement and perhaps result in the business's collapse (Kaslow, 2006). Saudi Arabia has seen a rise in female employees over the years as a result of political reforms including allowing women to vote and run for office in local elections (Alotaibi et al., 2017; Welsh, Memili, Kaciak, & Al-Sadoon, 2014). As just 5% of family-owned Saudi businesses survive to the third generation, addressing conflicts before they arise may be a solution that family members must take into consideration (Oukil & Al-Khalifah, 2012).

The culture of Saudi Arabia

The rules and customs of Saudi Arabian society are greatly influenced by culture, with Islam being the most major factor. Distinct regions have seen different changes in cultural standards, which has led to variations in attitudes and actions. Researchers have given particular attention to the cultural influences on Saudi Arabian women's social and organizational behavior.

In terms of social behavior, Al-Eisa and Al-Sobayel (2012) draw attention to the patriarchal aspect of Saudi Arabian society, emphasizing family values and community cohesion. Women tend to have lower levels of confidence and a sense of internal control under this social structure since it is often male-dominated and collectivistic. However, as Saudi society becomes more modernized—including urbanized, educated, and with more women working—these traditional norms are starting to be questioned, and attitudes toward women are starting to change.

According to studies, Arab culture is characterized by collectivism, which emphasizes forging close bonds with one's in-group (Triandis, 1994).

Researchers have looked at how gender affects organizational behavior and how people approach business. According to Triandis (1994), men are more competitive than women in collectivist cultures. But as Saudi society develops and modernizes, it is critical to reevaluate these outdated assertions and take into account the shifting dynamics of gender roles and views toward women in business.

Overall, Saudi Arabian culture, with Islam as the main factor, significantly influences attitudes and actions. But as society develops and modernizes, cultural norms also alter, particularly in regard to women's roles and involvement in society and business. For this reason, it's interesting to examine the research sample from a Saudi cultural perspective.

Theories in Family Business

Family business studies have taken a lot of knowledge from different fields, such as psychology, sociology, economics, law, and family systems. However, economic theories like Agency theory (Fama & Jensen, 1983; Jensen & Meckling, 1976), the Resource-Based View (RBV) (Barney, 1991; Penrose, 1959), and Stewardship theory are the most seen theories in the subject (Davis et al., 1997; Donaldson & Davis, 1991). According to Sharma, there are alternative theoretical

stances that are gaining impacts, such as social identity theory, behavioral agency, and socio-emotional wealth (Gomez-Mejia et al., 2007). Despite being acknowledged as the most influential, they are not the only ones. Presented here are the theories that relate to the topic under study.

Agency Theory

According to Agency theory, which was proposed by Jensen and Meckling (1976), the contractual problem between the principal (typically the owner) and the agent (the executives who control the resources) can result in conflicts due to the separation of ownership and control, leading to agency costs. These costs arise from individual self-interest and decision-making based on rational thinking that prioritizes personal preferences. Agency theory helps to understand these issues of cooperation, including asymmetric information, uncertain outcomes, and the identification of risks in decision making.

Jensen and Meckling (1976) further argue that agency costs can be avoided when the firm is led by a manager-owner, where management and ownership are unified. However, it is frequently assumed that ownership and management are compatible in family businesses or that they are held by the same person (Chua et al., 1999; Litz, 1995). In other cases, a management board is in charge of managing daily operations and making decisions while the family retains ownership of the company (Smith & Pearson, 1999; Ward, 2011). Despite this alignment, family-related matters can sometimes result in difficult-to-resolve conflicts between family members that go beyond business interests, making decision-making more difficult (Chrisman et al., 2004; Corbetta & Salvato, 2004; Gomez-Mijia et al., 2001; Sharma et al., 1997).

Social identity theory

Social identity theory explains that as being part of a group contributes to a person's sense of identity, and it influences their attitudes, behaviors, and decision-making (Tajfel & Turner, 1986). Looking at it from a family business context, it is seeing how family members have different identities by being a member of the family and the company and how that may interact and influence one another in the context of family business.

On the one hand, having a strong sense of identity and being passionately devoted to the family and its traditions may be a terrific foundation for the business. On the other hand, family members could also have conflicting objectives and identities, which can lead to disputes at work (Hiebl & Winkler, 2019).

Social identity theory may be utilized to investigate how family members' identification with their family and the family business affects their entrepreneurial passion in this research. Family ties and loyalty are highly prized in Saudi Arabian society, and family enterprises frequently play a significant part in preserving family cohesiveness and unity (Dahlan & Klieb ,2011). Therefore, compared to non-family employees, family members in Saudi Arabian family businesses may feel a stronger sense of identification with their family and the family business, which may affect their attitudes and behaviors toward entrepreneurship. For instance, family members could be more inclined to put the prosperity and longevity of the family company above their own professional ambitions or aims. Additionally, they might be more likely to view non-family employees as outsiders and favor hiring members of their own family rather than strangers (Hussainey et al., 2019).

Furthermore, Saudi Arabian family businesses frequently reflect a strong cultural and traditional influence that could reshape the standards and values that govern how businesses are run. Family

firms, for instance, may prioritize upholding the family's reputation and social standing and may be more risk-averse than non-family enterprises (Alamri et al., 2019). These cultural aspects might affect how family members view business and their willingness to accept risks. In general, social identity theory offers a helpful framework for comprehending the intricate dynamics of family enterprises and the ways that family members' identities may affect their attitudes, actions, and decision-making.

Theories in the passion literature

The current body of research on passion offers new theoretical insights into how passion develops and the role of time in this process. Recent studies have investigated the antecedents of passion by looking at elements like entrepreneurial self-efficacy and performance (Cardon & Kirk, 2015; Collewaert et al., 2016; Dalborg & Wincent, 2015; Gielnik, Spitzmuller et al., 2015). The Dualistic model of passion, Identity theory, Self-regulation theory, and Self-determination theory are among the theoretical frameworks that have been used in this study. It's vital to understand that other theories may also be pertinent, even if these are just a few examples of the theoretical frameworks employed in passion research (Vallerand et al., 2003).

Identity Theory

According to identity theory, individuals' motivation and self-construal can be influenced by their consideration of other people's viewpoints and reactions (Burke, 1991; Stryker & Burke, 2000). In the study of entrepreneurial passion, this perspective is socialized by examining the importance of interindividual factors. This is accomplished using two concepts: affective interpersonal commitment, which deals with the value of relationships with important others and the potential loss if those relationships are jeopardized, and entrepreneurial identity centrality, which refers to

the significance of an individual's entrepreneurial identity in comparison to other identities they hold (Hoang & Gimeno, 2010; Stryker & Serpe, 1994). These constructs are integrated with the Dualistic Model of Passion, which suggests that individuals can develop harmonious or obsessive passion (Vallerand, 2015; Vallerand et al., 2003), to explore how social considerations affect entrepreneurial passion. Gender is an important factor in this research because gender identities are important for how one views oneself and because there are major disparities between male and female gender identities (Ely, 1995; Schmader & Block, 2015; Wood & Eagly, 2015). However, existing passion research has been relatively gender-blind, possibly due to a tendency to focus on intra-individual rather than inter-individual factors (McCall & Simmons, 1966; Murnieks et al., 2014; Martin & Ruble, 2004).

Self Determination theory

Self-determination theory (SDT), a psychological theory of human motivation, highlights the significance of fundamental psychological needs, such as competence, autonomy, and relatedness, in determining a person's drive to engage in an activity and their investment of time and energy into it (Deci & Ryan, 1985, 2002). According to research, people exhibit more energy, involvement, and dedication at work when these basic psychological demands are satisfied (Forest et al., 2011; Leroy, Anseel, Gardner, & Sels, 2015; Ntoumanis, 2005; Stone, Deci, & Ryan, 2009; Vansteenkiste, Niemiec, & Soenens, 2010). People are more likely to feel that their desire to engage in an activity is self-determined and that it is compatible with their self-identity, personal aspirations, and self-concept when these prerequisites are met, according to SDT (Deci & Ryan, 2002; Gagné & Deci, 2005). SDT may be used to better understand how the family business setting satisfies the demands for family members' autonomy, competence, and relatedness and how this affects how entrepreneurially passionate they are.

Additionally, SDT suggests that in addition to extrinsic motivations like rewards and recognition, people are also driven by intrinsic motivations like autonomy and competence. Family members' motivation and passion behaviors in the setting of family business may be driven by a mix of inner and external causes, the urge to uphold the family legacy, or the acknowledgment and support from other family members (Randerson et al., 2015).

The Dualistic Model of Passion

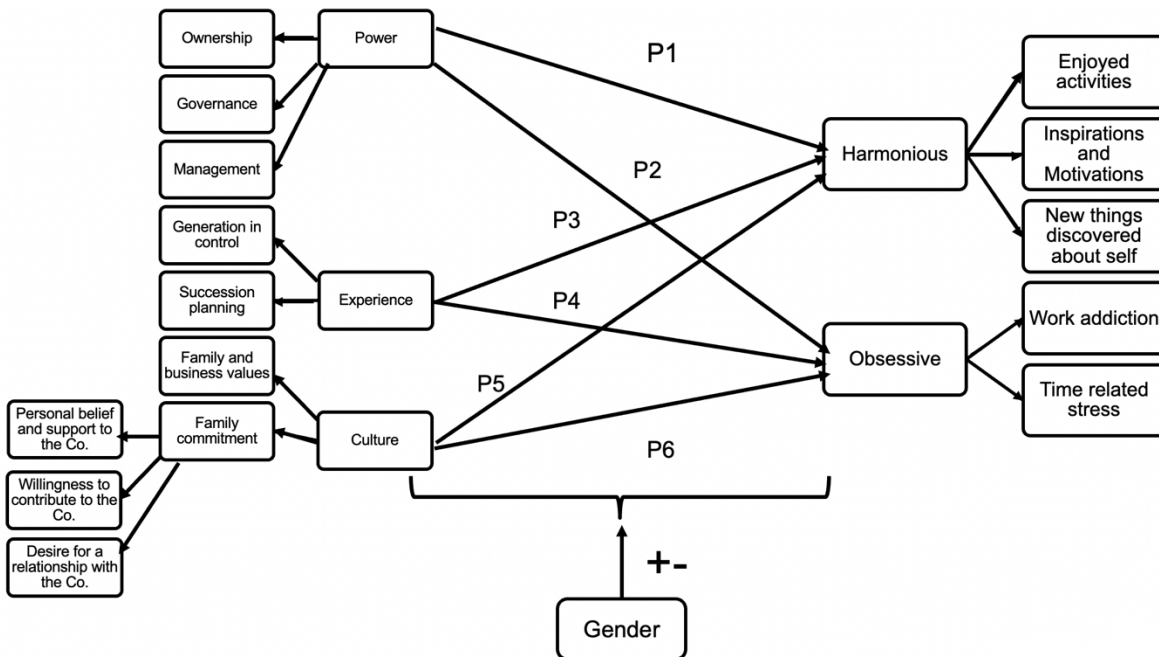
According to Vallerand (2012), there isn't a single motivating theory that can adequately account for the many consequences that a person's love of a certain activity has on their lives. The dualistic model of passion (DMP), which contends there are two distinct types of passion—harmonious and obsessive—was put out by Vallerand et al. (2003) to fill this gap. Harmonious passion is characterized by a powerful internal drive and a sense of control over the activity. Harmonious passion is also associated with positive results like wellbeing and high levels of engagement (Vallerand et al., 2003). Obsessive passion, on the other hand, is characterized by an overwhelming drive to engage in the activity, a lack of control over the conduct, and undesirable effects like exhaustion and unpleasant affect (Vallerand et al., 2003). While most of the research on DMP has focused on the outcomes of harmonious and obsessive passion, some studies have examined the antecedents of passion. These studies explore how an individual's identity and personality can shape their passionate pursuit of a particular activity (Vallerand et al., 2006).

In our study, the DMP is used to study the extent and effect of family influence on harmonious and obsessive passion among family members in the business.

Theoretical Model Development

Family businesses are unique because of the complex interplay between family and business dynamics. One area of interest is how family influence, specifically power, experience, and culture, affects the level of harmonious and obsessive passion experienced by family members within the business. Agency theory, Self-Determination Theory and Social Identity Theory and the culture of Saudi Arabia provide a theoretical framework for understanding this relationship resembled in the below theoretical model (Figure 3).

Figure 3- The Theoretical Model



Agency theory suggests that the perception of power within the family business can affect the behavior of family members. In Saudi Arabian family businesses, where family members may hold different levels of power and authority, the perception of power can impact family members'

motivation and passion towards the business. Furthermore, the cultural emphasis on tradition and familial piety in Saudi Arabia may shape the expectations of family members regarding their involvement in the family business. Family members who feel a strong sense of duty towards their family and cultural traditions may be more likely to engage in the family business and develop harmonious passion towards it.

In addition, Self-Determination Theory proposes that autonomy, competence, and relatedness are essential for intrinsic motivation, which is a key component of harmonious passion (Deci & Ryan, 2008). In a family business context, family members who have a high degree of experience, expertise, and knowledge may feel more competent and confident in their abilities, which could enhance their sense of autonomy and relatedness. This, in turn, could increase their level of harmonious passion. Conversely, when family members feel that their behavior is controlled by external factors, such as social pressure or rewards (power dimension), they are more likely to experience obsessive passion (Vallerand et al., 2003).

Social Identity Theory suggests that individuals' self-concept and behavior are influenced by their identification with social groups (Tajfel & Turner, 1979). In a family business context, family members' identification with the business and its values can influence their attitudes and behaviors. If the family culture emphasizes the importance of intrinsic motivation and personal growth (related to harmonious passion), family members may be more likely to develop this attitude. Conversely, if the family culture emphasizes the importance of external validation and success (related to obsessive passion), family members may be more likely to develop this attitude.

Overall, the interplay between family influence, power, experience, and culture, can have a significant impact on the level of harmonious and obsessive passion experienced by family

members within a family business in the Saudi Arabian context. This study aims to explore this relationship and contribute to the growing literature on family business dynamics.

It should be noted that collectivism culture of Saudi Arabia places a greater emphasis on the value of the collective than the individual. To be able to maintain family relationships and to make sure that they experience a great sense of harmony is emphasized in Saudi Arabia (Hofstede, 2001). This emphasis on family unity undoubtedly has an impact on family companies since they are typically viewed as an extension of the family. The demands of the family and the business are therefore likely to come first in Saudi Arabian family companies, which might lead to a higher incidence of harmonious passion among family members.

The following propositions were made in accordance with the theoretical background described above:

Proposition 1: Family members who perceive themselves as having a high degree power in their role within the family business will be more likely to experience harmonious passion.

Proposition 2: Family members who perceive themselves as having a low degree power in their role within the family business will be more likely to experience obsessive passion.

Proposition 3: Family members who feel that their experience and knowledge are valued and appreciated by other family members will be more likely to experience harmonious passion.

Proposition 4: Family members who feel that their experience and knowledge are not valued and appreciated by other family members will be more likely to experience obsessive passion.

Proposition 5: Family culture that emphasizes the importance of intrinsic motivation and personal growth will be positively associated with harmonious passion.

Proposition 6: Family culture that emphasizes the importance of external validation and success will be positively associated with obsessive passion.

Chapter 3 Methodology

Following the literature review, this chapter will now discuss its methodology and selected methods. The concepts and guidelines that direct scientific study and broaden our understanding of events are referred to as methodology (Creswell,2009), whereas a method is a strategy for gathering and analyzing data (Bryman, 2016). The chapter will show readers the research rationale and the operationalization of the research methods, including the rationale for method choice, the population and sample source, research design appropriateness and data analysis.

Qualitative research will be conducted in this study, which aims to explore the extent and perspectives of family business owners and managers in Saudi Arabia. Specifically, thematic analysis will be employed to identify and analyze patterns of meaning within the data gathered from interviews. Thematic analysis is a well-liked qualitative research method that entails identifying, analyzing, and reporting themes or patterns in the data (Braun & Clarke, 2006). It enables a thorough knowledge of the experiences and viewpoints of participants (Nowell et al., 2017) and is particularly useful when exploring complex and nuanced issues such as family influence and entrepreneurial passion.

Research Problem

Based on the previous theories and models section, the theories that can best explain the research problem in this dissertation, are agency theory, the self-determination theory and the social identity theory. This research attempts to provide new understanding into an important phenomenon – the relationship between family influence and entrepreneurial passion This research also addresses unanswered questions in the literature: “What are the conditions that can weaken or strengthen harmonious or obsessive passion?” (Lex et al., 2020) and what is the role of interpersonal

relationships among members of the venture on harmonious and obsessive passion? (Klotz et al., 2014).

This leads to the following research questions:

To what extent does family influence, as measured by the F-PEC scale, affect entrepreneurial passion among male and female family business owners in Saudi Arabia?

- a) How does the level of involvement of the family in the business affect the descendant's obsessive or harmonious passion?
- b) To what extent do cultural and societal factors in Saudi Arabia influence the development of entrepreneurial passion among male and female family business owners?
- c) How do the family values influence obsessive or harmonious passion?
- d) How does the involvement of family members in the ownership affect harmonious or obsessive passion?
- e) To what extent does the level of education and experience of family members impact the development of harmonious and obsessive passion among entrepreneurs in Saudi Arabian family businesses?

Research Method

In this research, the appropriate methodology to answer the research questions is considered to be qualitative research. According to Schwandt (2001), the goal of qualitative inquiry is to describe and make sense of human experience as it manifests itself in people's daily lives. Qualitative approaches were created primarily to examine the aspects of the human experience. Creswell (1998) suggested that qualitative research could be organized under five different traditions:

Narrative, case study, grounded theory, phenomenology, and Participatory action research (PAR). In order to understand people's experiences and chronologically organize the significance of those events, narrative research focuses on analyzing the tales people tell (Czarniawska, 2004). Contrarily, case study research focuses on a single example to better grasp the issue at hand, allowing for a more thorough comprehension of the topic (Yin, 2003). Case study research uses an analytical technique that includes a thorough case description, placing the case within contextual parameters, and a presentation that may or may not be chronological (Ponterotto & Grieger, in press). Therefore, in this research of family business cases in Saudi Arabia, the case study method was appropriate as it allowed for an in-depth examination of the context and specific factors that influenced family businesses in Saudi Arabia.

Grounded theory is used to build a theory of behaviors, relationships, or processes via interrelating categories of knowledge based on evidence obtained from individuals (Creswell, 2007). On the other hand, phenomenology focuses on distilling human encounters with a phenomenon down to a description of its fundamental nature (van Manen, 1990). Participatory action research (PAR) entails working together with participants at all stages of the research process to identify an appropriate solution to a social issue that has a substantial impact on an underprivileged population (Maguire, 1987; Stringer, 1999). In all stages of the research process, the community and the researcher are involved in PAR, which makes it special (Whyte et al., 1991).

The many qualitative approaches employ a variety of analytical techniques in an effort to address various types of research issues, and the types of linguistic data they gather, and the methods used to acquire them change according to their respective fields and philosophical stances on science. Bryman (2016) defines qualitative research as a method to study that prioritizes words above quantitative in terms of data gathering and analysis. Qualitative research includes descriptions and

explanations of the phenomena being examined and tries to provide "Why?" inquiries through the collection of thorough data. Using this study strategy, researchers can comprehend how a group of people behaves given their unique backgrounds and environments. When examining complex topics that entail modifications through time and a limited population, qualitative research is appropriate. By using this kind of study, researchers may provide a wealth of information as opposed to statistical generalizations (Bryman & Bell, 2015).

To gain a thorough knowledge of an event, qualitative approaches including active observation and participation, detailed description, and the recognition of emerging concepts and hypotheses are useful tools (Maxwell, 2012; Bryman & Bell, 2015). It entails gathering, examining, and interpreting facts through paying attention to what people say and do.

Subjectivity, flexibility, a lack of precise experimental control, and determinism, however, are significant drawbacks of qualitative data collection and interpretation that render it inappropriate for several categories of study. Despite its limits, qualitative research has the capacity to add any essential details or missing data both during and after data collection, enabling the researcher to pursue leads that emerge (Bryman, 2016).

Creswell (2013) suggested four basic techniques for gathering qualitative data: interviews, observation, document analysis, and audio-visual material. Each method's worth is determined by the research topic that has to be addressed. According to Yin (2018), a study design is a deliberate decision that takes into account the intended data, collecting techniques, sample sizes, and data analysis.

- 1- Interviewing: involves asking participants open-ended questions in order to learn more about their backgrounds, viewpoints, and attitudes. In-person, telephone, and online

- interviews are all options. Interviewing is a flexible strategy that enables a greater comprehension of participants' viewpoints, claim Fontana and Frey (2005).
- 2- Observation: Involves observing participants in their natural setting to gather information about their behavior, interactions, and practices. Observations can be conducted overtly (where participants are aware of being observed) or covertly (where participants are not aware). According to Patton (2015), observation is useful for understanding complex behaviors and social interactions.
 - 3- Analysis of documentation: Includes analyzing documents such as reports, memos, and other written material to gather information about a particular phenomenon. This method is particularly useful when researching organizations, institutions, and policies. According to Dey (1993), document analysis is a powerful tool for understanding the historical, social, and cultural context of a particular phenomenon.
 - 4- Audio-visual material: Entails analyzing audio or video recordings to gather information about a particular phenomenon. This method is useful for researching social interactions, cultural practices, and performance events. According to Pink (2013), audio-visual material provides a rich source of data for analyzing the nuances of social and cultural practices.

For the purpose of this study, I utilized semi-structured interviews as a qualitative data collection method to gather information from participants regarding their family business influence and their passion behavior, as recommended by Creswell (2013). During the interviews, I made notes of the participants' responses for future reference. In addition, I recorded the interviews for further analysis and to ensure accuracy in the data collection process.

This research aims to comprehend the influence of family members in Saudi Arabian family businesses and to gain an understanding of the views and lifestyles of different cultural perspectives. To achieve this, the study concentrates on the power and control, experience, and culture of Saudi family businesses. This is important to capture the study's empirical domain and reflect the perspectives of the participants. To achieve this goal, the case study methodology with a multi-case approach was deemed appropriate. With the use of this approach, scholars may fully comprehend a phenomena or occurrence in the context of real-world events (Yin, 2009). Additionally, it helps when examining complicated or social phenomena, when the researcher has limited control over the circumstance, and when it is difficult to discern between the phenomenon and the setting (Stake, 2006).

The multi-case approach involves selecting multiple cases that share similar characteristics to facilitate cross-case comparisons. In contrast, the single-case approach involves studying a single case in-depth to gain a detailed understanding of the phenomenon (Eisenhardt, 1989; Yin, 2018). In this study, the multi-case approach was considered appropriate to promote an understanding of the dynamic presented in single settings and to allow a better understanding of the influence of family on entrepreneurial passion in family businesses in Saudi Arabia.

The population subjects in this study include medium (500-800 employees) and large-sized (800-1000 or more) healthcare facilities. To answer the research questions in this study, Eisenhardt's (1989) case method steps were followed. The following steps include getting started, selecting cases, crafting instruments and protocols, entering the field, analyzing data, shaping hypothesis, unfolding literature, and reaching closure.

The following is an explanation of how each step was used in the research:

- a. Getting Started: In order to better comprehend the study issue, I studied the literature in this phase. I then came up with the research questions and decided what the study's goal should be.
- b. Selecting Cases: The study questions, which centered on the family members who are active in the administration of the family companies, guided my choice of the cases. Family members were questioned to gather the data, which were family-run healthcare businesses in Saudi Arabia. A recruiting letter was sent out to people in my network in order to find participants for the research interviews. This was done in an effort to increase the number of prospective interview subjects. (See appendix 1 for the recruitment letter)
- c. Crafting Instruments and Protocols: This step aimed to direct the interviews with the family members of chosen family businesses. The interview protocol was designed to include open-ended questions that would enable participants, regardless of gender, to articulate their opinions concerning their family's impact and their entrepreneurial passion. (See appendix 2 for interview protocol).

As the study is conducted in Saudi Arabia, where Arabic is the official language, translation of the interview questions and responses from Arabic to English was necessary. The questions and replies should be accurately and equally understood after translation (Brislin, 1970). It's crucial to recognize that there could still be some language and cultural variations that could influence how the replies are interpreted. It is important to be cautious when interpreting the results and to put into account any potential cultural differences that might impact the study's conclusions (Brislin, 1970). The translation process used followed the guidelines suggested by Brislin (1970) which

consisted of several steps, including translation, back-translation, and evaluation by bilingual experts.

First, a professional translator who was fluent in both languages translated the interview protocol from English to Arabic. Second, to confirm the correctness of the translation, an expert who was proficient in both English and Arabic back-translated the interview questions and answers. Third, the original text and the back-translated text were compared to find any differences in interpretation or meaning.

- d. Entering the Field: In this step, both face-to-face and virtual interviews with the family members of the selected family businesses were done. Due to geographic distance, some interviews were conducted virtually. The interviews were conducted in a private setting, and the participants were guaranteed confidentiality. During this phase, I have recorded all interviews and took notes.
- e. Analyzing Data: The collected data from the interviews were transcribed and translated by professional services in Saudi Arabia, as the interviews were conducted in both Arabic and English. Thematic analysis, a qualitative approach that involves identifying patterns, themes, and concepts in the data, was used to analyze the data. NVivo 12 Pro, a software program used for sorting and organizing large data sets, was utilized during this process.
- f. Shaping Hypothesis: A review of past literature and guiding theories were used to develop an a priori theoretical framework that explained family influence and its effect on entrepreneurial passion.

- g. Enfolding Literature: In this step, the constructs of the theoretical framework were supported by thematic analysis of the interview data related to family business influence and entrepreneurial passion. The data was coded on the a priori themes generated from the theoretical framework.
- h. Reaching Closure: The final step involves reaching closure by summarizing the findings of the research. In this study, the findings of the research were summarized in the findings section of the dissertation and insights were drawn to offer theoretical and practical implications of these findings.

Sample

According to the sample used in this study, there are a lot of family businesses in the healthcare sector, especially in Jeddah city. The Ministry of Health (MOH) has multiple governmental organizations, and there are some consisted of the private sector (KPMG Annual Report, 2019). A greater investment in the healthcare industry is required since the expansion in hospital bed capacity has stayed below the yearly population growth rate. Family businesses have recognized this need and have begun to invest more in healthcare, especially doctors with medical degrees and practices who have found innovative ideas to serve the needs of new healthcare facilities in Saudi Arabia.

The study's sample consists of 17 family members of 10 family-owned healthcare businesses located in Jeddah, Saudi Arabia. In this study, family members of family businesses are regarded as essential informants for examining the influence of family businesses in Saudi Arabia as they possess direct knowledge of the family business's culture, operations, and decision-making processes. Moreover, Chua, Chrisman, and Sharma (1999) highlight that as insiders, family members can offer valuable insights into family business dynamics, power structures, and

the transfer of knowledge and leadership across generations. Ward and Aronoff (1994) argue that their perspectives can also illuminate the impact of cultural values, norms, and traditions on family business practices. To ensure in-depth analysis for each case, the sample was purposefully selected, considering the presence of male and female family members to compare and contrast gender differences as a moderator variable. The businesses and participants description are shown in Tables 1 and 2.

Table 1: Case Study Company and Subjects Information

Healthcare facility	Family members in the business	Gender	Generation of the firm	Age of firm (in years)	Size of the business	Number of employees	Family ownership
1- SA	3	1 Female 2 Male	2nd	6	Medium- Large	800-1000	60%
2- SF	4	1 Female 3 Male	3rd	48	Medium- Large	800-1000	100%
3- MM	3	1 Female 2 Males	2nd	58	Medium- Large	800-1000	100%
4- KE	4	2 Males	2nd	10	Medium	500-800	90%
5- SG	3	3 Male	2nd	59	Medium- Large	800-1000	100%
6- HZ	1	1 Male	2nd	15	Large/multiple	500-800	80%
7- IS	2	2 Male	2nd	30	Large/ multiple	800-1000	80%
8- TK	3	3 Male	2nd	5	Medium	500-800	70%
9- AJ	3	3 Male	2nd	20	Medium	500-800	100%
10- Al-M	3	1 Female 2 Male	2nd	36	Large/ multiple	800-1000	100%

Table 2: Participants Information

Participants	Healthcare facility	Designation	Age Range	Gender	Family Ownership
P1	SA	Head of Marketing Dept	30-40	Male	60%
P2	SA	Patient affair director	30-40	Female	60%
P3	IS	CEO	50-60	Male	80%
P4	IS	General Manager	40-50	Male	80%
P5	KE	CEO	50-60	Male	90%
P6	KE	CFO	40-50	Male	90%
P7	MM	CEO	50-60	Male	100%
P8	MM	Head of medical records	40-50	Female	100%
P9	HZ	Chairman	50-60	Male	80%
P10	SF	CEO at a sister branch	30-40	Female	100%
P11	SF	Operations Manager	30-40	Male	100%
P12	AJ	General Manager	30-40	Male	100%
P13	SG	General Manager	30-40	Male	100%
P14	SG	Medical Director	30-40	Male	100%
P15	Al-M	Administrative Director	20-30	Female	100%
P16	Al-M	CEO	40-50	Male	100%
P17	TK	General Manager	40-50	Male	70%

Using convenience sampling which is a non-probability selection approach, based on accessibility and interest in participating, volunteers are selected for the research. (Etikan et al., 2016). In other words, the participants are chosen because they are readily available and accessible to the researcher, and it is convenient to study them. When a researcher lacks the necessary time, resources, or access to the full population of interest, they frequently adopt this technique (Etikan et al., 2016). In this study, accessibility to the sample businesses was facilitated by the researcher's connections with doctors in the medical field, who were able to help obtain approvals for the interviews through phone calls and text messages. Within-case and cross-case analyses can be conducted using this heterogeneous sample (Eisenhardt, 1989), which has been purposefully selected for in-depth analysis (Patton, 2007).

This sampling method is frequently criticized for lacking representativeness and population generalizability (Vehovar et al., 2016). Nevertheless, it continues to be used because it is an efficient and affordable method of data collection in many industries, including psychology, the social sciences, and healthcare (Etikan et al., 2016).

Data Collection

Data collection for this study on the impact of family influence on entrepreneurial passion in Saudi Arabian family businesses was conducted through in-depth semi-structured interviews. According to Creswell (2013), Open-ended questions are used in semi-structured interviews between the interviewer and the interviewees to delve further into the study's topic. The researcher comes up with these inquiries since they want to know more about and comprehend the individuals. Semi-structured interviews allow for the analysis of a variety of interactions, including questions, gestures, socially constructed conversation, jokes, and personal experiences, to build information (Warren, 2002).

For this research, I used semi-structured face-to-face or online interviews to elicit reactions and personal tales from people of a conservative community renowned for their propensity to remain silent. According to Sekaran (2016), interviews are an effective method for overcoming non-responses, and recorded interviews, such as those used in oral history, can provide rich descriptive data (Jong et al., 2008). In this way, information gleaned through interviews might shed light on the social history and culture around a certain social phenomenon.

Semi-structured interviews, according to Creswell (2013), are particularly helpful for examining relatively recent issues when little research has been done. Semi-structured interviews were an appropriate strategy for obtaining in-depth information because this study deals with a newly discovered research topic (Luo & Wildemuth, 2010). These interviews provide participants with a balance between structure and freedom since they are less regulated than surveys but nevertheless offer more regularity than unstructured interviews (Luo & Wildemuth, 2010). Finally, when it is impossible to watch research subjects directly, interviews are helpful. At least two family members associated in each of the enterprises participated in the semi-structured interviews, and the interview questions (See appendix #2) were designed based on the research objectives. The interviews for this study were conducted using a semi-structured interview style in order to be adaptable in examining participants' experiences and attitudes while also keeping in mind the research themes (Bernard, 2011). "Can you tell me about yourself?" is one of the big tour inquiries. at the start of the interviews, "What does family mean to you in the context of your business?" The next inquiries were increasingly specific and concentrated in order to elicit more detailed information (Creswell, 2013).

To eliminate prejudice, participants were urged to speak openly and honestly regarding their experiences, and the questions themselves were left unanswered and without judgment (Patton, 2015).

The study, which was conducted in Saudi Arabia, mostly used Arabic. Therefore, the interview questions and responses were translated between English and Arabic using professional language services. The interviews were audio recorded, followed by expert transcription by a translation agency, and then theme analysis using NVivo 12 Pro software. The open-ended nature of the interview questions and the ability to observe non-verbal behaviors reduced potential biases, and data collection continued until theoretical saturation was reached at a sample of 17 individuals.

This study's constructivist theory sought to comprehend the complicated world of lived experience from the participants' perspective (Neergaard & Leitch, 2015). The study investigated family ownership and management, their experience as a family, and their values and culture, with a focus on understanding the passion type affected by the family's influence through their time working in the family business. The research process involved careful reading and re-reading of the data to identify emerging themes, which became the categories for analysis (Rice & Ezzy, 1999). Thick, detailed explanations of the concepts and themes were used to obtain validation, along with evidence that refuted the initial themes (Creswell & Miller, 2000).

The data collection process for this study followed rigorous ethical guidelines laid out by WPI's Institutional Review Board to ensure participant anonymity, informed consent, and minimize risk. Participants agreed to participate in the study electronically and verbally after the informed consent was explained to them (see Appendix #3).

Data Analysis

The raw data of the 17 interviews consisted of 1,020 minutes of audio recording, 230 pages of transcription, and 80,120 words. Thematic analysis, a technique for finding, examining, and interpreting patterns or themes within data, was used to evaluate the data (Braun & Clarke, 2006). Thematic analysis was chosen because it allows for flexibility in analyzing qualitative data and is suitable for identifying patterns within interview data (Braun & Clarke, 2019). The NVivo 12 software was used to assist with organizing and managing the data.

The flexibility, utility for highlighting essential aspects, highlighting similarities and variations throughout the data collection, and ability to produce unexpected insights are just a few of the advantages of thematic analysis (Braun & Clarke, 2006). Although thematic analysis is adaptable, this flexibility can result in inconsistency and a lack of coherence when constructing themes obtained from the study data. This is one of the downsides of employing thematic analysis. Applying and making explicit an epistemological viewpoint that can logically support the study's empirical statements can help to enhance consistency and cohesiveness (Holloway & Todres, 2003).

Braun and Clarke (2006) established six phases of thematic analysis: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining, and naming themes, and producing the report.

To become familiar with the data and have a thorough grasp of the topic, one must first listen to the audio recordings and read the transcripts. During the second phase of generating initial codes, I identified and labeled relevant features of the data, creating a set of initial codes. In order to capture the qualitative richness of the phenomena as recommended by Boyatzis (1998), a systematic approach was taken to analyze the entire data set, with equal attention given to each

data item. To help with this, Creswell (2014) developed a methodical coding procedure for the data, in which some statements are scrutinized and grouped into themes that correspond to the phenomena being studied. Following Braun and Clarke's advice, the possibly relevant coded data extracts were sorted and collated into themes in the third stage of the theme search after all of the initial data coding and collating had been finished (2006). A theme, as defined by DeSantis and Ugarriza (2000), is an abstract entity that unifies and gives meaning to a recurrent experience and its variant manifestations. Themes are identified by bringing together fragments of ideas or experiences that are often meaningless when viewed alone (Braun & Clarke, 2006). Tables, templates, and mind maps were created to aid in the identification of themes (King, 2004). Table 3 shows the development of the themes and sub-themes from the theoretical framework grounded in theory and literature review. I have created the priori themes based on the constructs in the model in figure 3.

Table 3– Themes and sub-themes from the research model

Themes	Sub-Themes
Family Influence (Power)	Ownership/Governance/Management
Family Influence (Experience)	Generation in control/ Succession planning
Family Influence (Culture)	Shared values/ Family commitment
Harmonious Passion	Enjoyed activities/Inspirations and motivations/ New things discovered about self
Obsessive Passion	Work addiction/ Time related concerns

In the fourth phase of reviewing themes, I have reviewed and refined the themes by revisiting the data to ensure they accurately represent the data. New codes were created for relevant issues in the

text that was not covered by existing codes, while redundant codes were deleted based on suggestions by King (2004). However, as noted by Braun and Clarke (2006), some themes did not have enough supporting data or were too diverse, so some collapsed into each other's and others were broken into separate themes. Ultimately, this phase provided a clear understanding of the different themes, their relationships, and the overall story they conveyed about the data.

In the fifth phase of defining and naming themes, a clear definition for each theme was developed and they were named appropriately. In order to make the themes more comprehensible, Braun and Clarke suggested that the theme names should be concise and indicative of the theme's content. At this stage, it has been also considered how each theme contributes to the overall narrative of the data set and its relation to the research questions, as recommended by Braun and Clarke (2006).

Table 4 shows an example of the coding formation and theme developing.

Table 4- Examples of Coding Formation and Theme Developing

Theme	Theme Meaning	First Code	Final Coded Category	Quote
<u>Self-Identity intertwined with Firm Identity</u>	refers to the extent to which an individual's personal identity is intertwined with the identity of the family business.	I can make it or break it	<u>Culture</u>	<i>Everything I do in the company would affect the company. I can make or break it.</i>
		Be my self		<i>I can be myself without forcing myself to do certain things that are not part of my nature.</i>
		No hierarchy (one family)		<i>I can create the culture I would like to create. So here at our business, being a family business, we consider ourselves a family in our meetings, we celebrate a lot, we put music, we dance, we enjoy our time. We feel like we are one family. We don't feel like there is this kind of hierarchy.</i>

Finally, in the sixth phase of producing the report, the themes were used to tell a coherent story about the data in the finding's chapter. According to King (2004), incorporating direct quotes from participants is a crucial aspect of the final report. Therefore, short quotes were used to provide clarity on interpretation points and to exhibit the frequency of themes. Additionally, longer passages of quotes were included to offer readers a sense of the original texts.

Trustworthiness of Findings

The quality of the research I am looking at in qualitative case research methodology depends on the rigor of research process and the trustworthiness of the data. For quantitative research studies, the criteria used to test rigor include validity, generalizability, reliability, and objectivity (Lincoln & Guba, 1986). However, parallel criteria in qualitative research to measure the trustworthiness and authenticity of data are discussed in the table 5 (Lincoln & Guba, 1986; Shenton, 2004).

Table 5– Trustworthiness criteria and actions based on Shenton (2004)

Criterion	Actions
Credibility	<ul style="list-style-type: none"> – Frequent debriefing session between the researcher and the dissertation committee members. – Member checks relating to the accuracy of the conclusions of individual interviews. – Thick descriptive data was reflected through direct quotations and narration in the final report. (see findings' chapter)
Transferability	Provisions of background data to establish the context of the study.
Dependability	In-depth methodological description to allow the study to be repeated.
Confirmability	<ul style="list-style-type: none"> – Admission to researcher's predispositions and beliefs. – In-depth methodological descriptions to allow integrity. – Audit Trail Diagram showing the steps of the research (see Figure 3)

Credibility emphasizes that findings and interpretations should be perceived as credible by those respondents who supplied the original data. (Lincoln & Guba, 1985).

To ensure the credibility of the findings I took several measures. These measures included frequent debriefing sessions between myself and the committee members, member checks, and thick descriptive data reflected through direct quotations and narration.

I had a couple of meetings with the committee members for debriefing. We looked at the analysis and the coding process and the interpretations. As a result, I was able to get comments and advice on how to make the study seem more credible. I was able to prevent the conclusions from being skewed by individual opinions or interpretations by interacting with the committee members.

In order to confirm the validity of the results of the individual interviews, I also carried out member checks. To ensure that the conclusions and interpretations correctly reflected the participants' viewpoints and experiences, this required discussing the results and conclusions with them. The credibility of the study was increased by include participant input in the final report.

Finally, I ensured that thick descriptive data was reflected through direct quotations and narration in the final report. This technique grounded the findings in the data and accurately reflected the participants' experiences. By using direct quotations and narration, the readers could directly relate to the participants' experiences, further enhancing the study's credibility. (See quotations in the findings chapter)

Transferability, as Lincoln and Guba (1985) explain, “The naturalist cannot specify the external validity of an inquiry; he or she can provide only the thick description necessary to enable someone interested in making a transfer [of findings] to reach a conclusion about whether transfer can be contemplated as a possibility.” In relation to this study, I have taken several steps to enhance the

transferability of the findings. These steps include providing thick descriptions, grounding the findings in the data, representing diverse perspectives, and acknowledging limitations.

To provide thick descriptions, I have included detailed information about the context, participants, data collection methods, and analysis procedures in the study report (Lincoln & Guba, 1985). This will allow other researchers to understand the study's context and to assess its relevance to their own research.

To ground the findings in the data, I have used direct quotations from the participants' interviews to support the interpretations (Tobin & Begley, 2004). This helped in increasing the credibility of the findings and make them more transferable to other contexts.

I have made sure that all participant voices are represented in the findings in order to convey a variety of viewpoints. I have also taken into account the participants' variety of backgrounds and experiences and thought about how these things could have impacted the results (Lincoln & Guba, 1985). The findings will become more complicated and richer as a result, and they will also become more applicable to various circumstances. Since case studies are specific to particular situations and populations, like our family businesses in Saudi Arabia, it can be challenging to demonstrate that the findings and conclusions are applicable to other situations and populations. Stake (1994) and Denscombe (1998) held the opposite opinion, arguing that while each instance is distinct, they all serve as examples of a larger group.

Finally, I've recognized the study's limitations and its possible applicability in other circumstances. This will enable readers to grasp the significance and application of the results and to decide for themselves if they can be applied to their own situation (Lincoln & Guba, 1985).

Dependability “emphasizes that the procedures employed should fall within generally accepted practice and be carefully documented that enables future researchers to repeat the work and allowing readers to assess the practices followed” (Tobin & Begley, 2004). I have taken several steps to ensure dependability of the findings. These steps include maintaining a clear and consistent research process, ensuring transparency and documentation, and conducting an audit of the research process.

The rational, traceable, and well-documented nature of the research process will be ensured by keeping a detailed record of the research design, data collection, and data analysis procedures (Tobin & Begley, 2004). I have also followed a systematic and rigorous approach to data analysis, using established techniques such as thematic analysis (Lincoln & Guba, 1985). This will allow others to follow the research process and to assess the dependability of the findings.

To further ensure dependability, I have conducted an audit trail diagram of the process of the research. This step provides an external check on the research process and can help to identify any potential sources of bias or error.

Confirmability is comparable to objectivity or the truth value, it is normally evidenced by the audit trail diagram (see Figure 4) which explains the data collection process, coding, and the data analysis process. Referring to the four trustworthiness criteria which they can be achieved and explained below (Tobin & Begley, 2004).

In regard to confirmability, I have taken several steps. Firstly, I have maintained detailed and organized records throughout the research process, including notes, and transcripts of interviews. This will allow me to demonstrate the process of analysis and how conclusions and interpretations were reached.

Additionally, I have engaged in reflexivity and acknowledged my own biases and assumptions throughout the research process. (See appendix 4 for the background, qualifications, and the experience of the researcher). This was to make sure that my conclusions are not impacted by my personal views or prejudices. I built an audit trail that documents the decision-making processes and procedures utilized in the study in order to ensure transparency and traceability in the research process (Bowen, 2009). Figure 4 shows the audit trail, which enables readers to follow the research step-by-step and ensures the study's verifiability.

Figure 4- Audit Trail Diagram



Theoretical saturation

In this study, the concept of theoretical saturation was crucial in ensuring the completeness of the data collection process. The goal was to reach a point where no new information or insights could be gained from collecting additional data related to the research question (Miles & Huberman, 1994; Charmaz, 2014). The saturation point was determined through the analysis of interview data and was characterized by the absence of new themes or patterns in the data analysis (Miles & Huberman, 1994; Charmaz, 2014).

To achieve this goal, I followed the recommendations of Morse (1995) and engaged in constant comparison of emerging themes to ensure appropriate contextualization of the data (Charmaz, 2014). I continued to collect data until redundancy or repetition was reached, which was indicated by the fact that the last two transcripts did not create any new nodes but rather reinforced already established ones (Glaser, 1978).

Through the coding process of the first 15 transcripts, new codes emerged, indicating that saturation had not been reached. However, as I continued to collect and analyze data, it became clear that further interviews would not yield new insights into the phenomenon being studied. This was confirmed by the absence of new themes or patterns in the analysis of the last two transcripts, which indicated that theoretical saturation had been achieved (Glaser, 1978). Overall, the process of achieving theoretical saturation was a crucial step in ensuring the completeness of the data collection process and strengthening the credibility and dependability of the study findings.

Chapter 4 Findings

The present chapter outlines the findings of the thematic analysis conducted using NVivo 12 Pro. It begins by providing an overview of the themes that surfaced from the data, their respective frequencies, and their connection to the research inquiry. Additionally, quotations from participants have been incorporated to substantiate the themes. Following this, a detailed discussion of the relationships between the themes will be presented, and conclusions will be drawn based on the emergent themes. A comparative analysis will be conducted to contrast and compare the outcomes with prior studies or theories, accompanied by an explanation of how this investigation contributes to the existing literature. The priori theoretical framework of this study explains how power, experience, and culture influence entrepreneurial passion - harmonious and obsessive - and the moderating role of gender differences therein. Power dimensions that were identified in the model, based on past literature, are ownership, governance, and management (Astrachan, Klein, Smyrnios, 2002). Experience dimensions are generation in charge and succession planning (Astrachan, Klein, Smyrnios, 2002). For the last dimension, which is culture, the dimensions are family values, and family commitment which include (personal belief and support for the company, willingness to contribute to the company, and the desire for a relationship with the company) (Carlock & Ward, 2001). (See figure 3). These factors impact harmonious entrepreneurial passion (the activities they enjoy, inspirations and motivations, and new things they discovered about their selves) and obsessive entrepreneurial passion (work addiction, Difficulties, and time-related stress) in different ways (Vallerand, 2003). This is why these factors were theorized to impact the passion of the individuals in the family business. It also has different

results when it comes to gender differences therefore, I have examined gender as a moderator of the relationship.

The Themes:

Power

The Power Dimension of Family Influence is a concept within the field of family business that refers to the distribution of power and decision-making authority among family members in relation to ownership, governance, and management participation in the family business (Miller et al., 2003). Through ownership, management, and governance, family members can affect the company's aims. (Mitchell *et al.*, 1997; Sharma, 2004). (See table 6 for power dimensions of the companies' cases).

Table 6: Power (companies' cases):

Facility	Family business characteristics	Family ownership	Partnerships	Board of directors	Future plans for the firm	Power
SF	Large, Old, 3G	100%	Family only	Family board	Expansion/IPO	Powerful
AL-M	Large, Old, 2G	100%	Family only	Family board	Expansion	Powerful
MM	Large, Old, 2G	100%	Family only	Family+Non-family	Expansion	Powerful
IS	Large, Old, 2G	80%	Yes	Family+Non-family	Expansion	Less powerful
HZZ	Large, Old, 2G	80%	Yes	Non- family	IPO	Less powerful
SA	Large, New, 2G	60%	Yes	Family+ Non-family	Expansion (Dept)	Less powerful
KE	Medium, Old, 2G	90%	Yes	Non- family	Expansion	Powerful
SG	Medium, Old, 2G	100%	Family only	Family	No plans (Wishlist)	Powerful
TK	Medium, New, 2G	70%	Yes	Non- family	Expansion	Less powerful
AJ	Medium, New, 2G	100%	Family only	Family+ Non-family	Expansion/ Not effective yet	Powerful

Note: 2G means second generation, 3G means third generation, large means companies with 800-1000 employees and medium means companies with 500-800 employees.

The table presents data on different family businesses, including their family business characteristics, family ownership, partnerships, board of directors, future plans for the firm, and power. The facilities were classified according to their size, which was determined by the number of employees working in the organization. The large facilities were defined as having between 800-1000 employees, while medium facilities had a range of 500-800 employees. Additionally, the age of the facilities was taken into consideration, with those over 15 years old classified as "old" and those below 10 years old classified as "new", generation (2nd generation vs. 3rd generation)

which refers to the second and third respective generations of family members who are involved in managing the business, and board composition (family-only vs. family+ non-family members). The power category is also included, which refers to the level of family control over the business. (Explanation quotes with dimensions are in Table 7).

According to the literature review, the Power Dimension of Family Influence has three main elements:

- 1- Ownership refers to the percentage of shares or assets that each family member holds in the business (Astrachan & Shanker, 2003, p. 29).

The data indicates that large, old, and 3G family businesses are 100% family-owned, have a family-only board, and have plans for expansion/IPO. They are categorized as powerful in terms of family control.

As explained by Participant 13 from the SG facility *“We have a majority of it, I mean, my father, my uncle, and my aunt, and there are four others of my cousins”*.

Governance refers to the systems and structures in place for decision-making and control within the business, such as the board of directors or family council (Zellweger et al., 2012, p. 535).

On the other hand, large, old, and 2G family businesses have similar characteristics, but some have partnerships and non-family members on their boards. These businesses also have expansion plans but are categorized as less powerful. Referring to the quote from Participant 3 from IS facility *“We try to find the balance and choosing the right partner from the family. We try to reach an agreement on the percentage of making decisions, and if someone doesn’t agree with it, we have to figure out a way that separates things from each other without harming the family”*.

2- Management refers to the participation of family members in the day-to-day management of the family business (Berrone et al., 2012).

Medium, old, and 2G family businesses have varying characteristics, including family ownership ranging from 100% to 90% and board composition ranging from family-only to non-family members and the family and participating in daily operations. They all have expansion plans and are categorized as powerful in terms of family control, except for SG, which has no plans and is also categorized as powerful. As explained by participant 10 from the SF facility *“If I want to do something I have to go back to them for support, it’s their company and they go back to the board too for votes. We have to get the final decision from everyone unless it’s a small activity related to the day-to-day matter.”*, and them here (refers to the family board).

Medium, new, and 2G family businesses have lower family ownership ranging from 70% to 100%, partnerships, and non-family members on their board. They have expansion plans but are categorized as less powerful. As explained by participant 9/HZ: *“We don’t operate as a one-man show. We have a managing board who are responsible for that”*.

Table 7: Power dimension with representative quotes:

Facility	Power Dimension	Code	Quotations
SG/P13	Ownership	Family ownership	<i>We have a majority of it, I mean, my father, my uncle, and my aunt, and there are four others of my cousins.</i>
AI-M/P16	Ownership	Family ownership	<i>founded by my father and he was the sole owner. And then he decided to change the ownership structure and include the family members. So, we changed to a closed joint stock company a few years ago, four years ago almost. We have the whole family members included within the same structure.</i>
IS/P3	Governance	Balance and agreement	<i>We try to find the balance and chose the right partner from the family. We try to reach an agreement on the percentage of making decisions, and if someone doesn't agree with it, we have to figure out a way that separates things from each other without harming the family.</i>
HZ/P9	Governance	Managing Board	<i>We don't operate as a one-man show. We have a managing board who is responsible for that.</i>
SA/P1	Governance	Family involvement	<i>We worked on all the policies, procedures, slogans, logos, corporate identity, what would be the plan for the doctors, and the departments, and how we would get the word out of the services that we offer.</i>
KE/P5	Governance	Family on the Board	<i>We are the board; we are the partners. And we have our board meeting every year to make the key decisions.</i>
SF/P10	Management Participation	Family support	<i>If I want to do something I have to go back to them for support, it's their company and they go back to the board too for votes. We have to get the final decision from everyone unless it's a small activity related to the day-to-day matter.</i>

Experience

The Experience Dimension of Family Influence is a concept that describes the impact of family members' experience, expertise, and knowledge on decision-making and leadership within a family business (Miller et al., 2003). This dimension is especially important when considering intergenerational succession, as the incoming generation may lack the necessary experience and knowledge of the outgoing generation (Klein et al., 2005). For a business to be considered a family business, a transfer of ownership and leadership must be intended or have occurred (Daily & Thompson, 1994). The most significant experience is typically gained during the transition from the first to the second generation of ownership, as new rituals are established (Miller et al., 2003). The Experience Dimension of Family Influence can be broken down into two dimensions: the generation in control, and succession planning.

1. **Generation in Charge:** This is a reference to the generation running the family company at the moment. The profitability and longevity of the company may be significantly impacted by the experience, skill, and knowledge of this generation (Aronoff & Ward, 1995). As the qualifications of the individual can also impact their family's influence over the business (Rau et al., 2018). The generation in charge may be the first, second, or subsequent generations, and each will bring their unique experiences and perspectives to the business.
2. **Succession Planning:** Is a critical aspect of managing the Experience Dimension of Family Influence. It involves developing a plan for the transfer of leadership and ownership from one generation to the next. It is important to consider not only the experience and expertise of the incoming generation but also the needs of the business and the desires of the outgoing generation (Handler, 1994).

Chua, Chrisman, and Sharma (1999) state, "The transfer of knowledge and experience from one generation to the next is a key challenge in family business succession" (p. 196). Understanding the experience dimension of family influence is important for family business owners and advisors, as it can help identify potential gaps in knowledge and experience that were transferred through generations which would impact the success of the business. Experience data are presented for some of the 17 participants' cases with their characteristics and representative quotes in Table 8.

Table 8: Experience dimension (Generation in control, Succession planning) and generation's characteristics:

Facility/ Participant	Dimension	Generatio n	Education level	Work outside the FB(Before)	Work outside the FB (During or After)	Quotations
KE/P5	Generation in-charge (Work Experience)	2nd	MD	Yes	No	<i>I worked there for a year and a half as a surgeon, and then I had an agreement with ** Specialist Hospital to work there.</i>
HZ/P9	Generation in-charge (Work Experience)	2nd	MD	Yes	On companies ' board	<i>I loved experiencing being on the board of other businesses it brought me pleasure. I found myself more in business than in the medical field.</i>
MM/P7	Succession Planning	2nd	MD	Yes	Own a company/ teach	<i>We tried to make a corporate in the hospital to save the money of the family and the continuity of the family business too. We thought about the best ways to keep everything for the coming generations in case anything happens later.</i>
IS/P4	Succession planning	2nd	MD	No	No	<i>We always include all generations and send them to be trained outside of the firm to be ready when it's time.</i>

The Experience Dimension of Family Influence is complex, as it involves not only the experience and expertise of individual family members but also the family's collective experience and

knowledge (Gersick et al., 1997). The transfer of knowledge and experience from one generation to the next is a critical aspect of intergenerational succession in family businesses. For example, P1 from the SA facility explained this as follows:

“My dad has always included us in work to prepare us for the next steps”. SA/P1

Understanding the Experience Dimension of Family Influence is important for family business owners and advisors, as it can help identify potential gaps in knowledge and experience that may impact the success of the business. By developing effective succession plans and investing in the development of the next generation, family businesses can ensure continuity and long-term success.

“We always include all generations and send them to be trained outside of the firm to be ready when its time”. IS/P4

Moving on to the generation of the participant in the family business. When referring to a family business, the first generation usually refers to the founder or founders who were in charge of starting the firm and developing its guiding principles and culture. Habbershon and Williams (1999) assert that the first-generation business owner frequently exhibits an entrepreneurial attitude, a high level of personal participation in the company, and a strong desire to pass the company down to the following generation. Children of the founders who take over the company following the retirement or passing of the first-generation owner are referred to as the second generation of a family business. The founder's grandchildren who work in the firm are considered to be in the third generation of a family business. In many cases, the later generations face challenges in maintaining the vision and culture of the business while adapting to changing market conditions and managing family dynamics (Astrachan & Shanker, 2003).

Those who belong to the 2nd generation have more work experience outside the family business before joining or during their tenure in the family business compared to those in the 3rd generation.

This indicated that the 3rd generation has less exposure to outside business practices and is more influenced by the traditional family business culture. Which was expressed by SF 3rd generation:

“I worked with the family when I got back in 2014, I first worked as an investment officer in the family business office”.

*On the other hand, 2nd generation P5 from the facility KE said: “I worked there for a year and a half as a surgeon, and then I had an agreement with ** Specialist Hospital to work there”.*

The participant's educational history is another important consideration. Higher educated individuals, such as those with PhDs and MDs, have demonstrated to possess more knowledge and skills that could improve their experience and knowledge of specific business practices. Additionally, they are more open to innovation and change and have a broader perspective. As seen, from the quotes some have started other businesses or worked elsewhere while being in the family business.

Participant 7 from the MM facility said: *“I loved teaching so much but then I realized the family needs me more and I have to give them my full support, so I left teaching. Meanwhile I started my own business which I manage while being here”.*

However, having a higher education level does not necessarily guarantee entrepreneurial success in a family as other factors, such as family dynamics and culture, could also play a significant role. Also, those who have worked outside the family business before joining have brought in new ideas and practices that could benefit the family business that's why I saw it emphasized by some of the businesses that they sent younger generations to train in outside companies before joining the family business.

As HZ/P9 said, *“I have brought in all the business practices I have learned from being on other companies' boards”.* On the other hand, those who have not worked outside the family business

have been more influenced by the traditional family business culture and faced resistance to change such as when Participant 10 from the SF facility pointed out how she started working in the family business immediately after her graduation and then later in the interview she said: *“They brought a new technology once, and I was very upset about it, but I can’t say anything since it’s their hospital and they get to decide”* referring out to them here to her family (the first generation).

In conclusion, the Experience Dimension of Family Influence plays a critical role in the intergenerational succession of family businesses. As highlighted in this study, the generation and educational background of participants are factors that impact the transfer of knowledge and experience within family businesses. Long-term success is more probable for family firms that invest in the next generation's education, support education, and encourage exposure to other business techniques and experiences.

Culture

The Culture Dimension of Family Business refers to how family culture, values, and beliefs affect the company's relationships, operations, and decision-making. This component is especially important for family companies since they involve family members and they all adhere to a same set of values and ideas that influence how they behave and make decisions (Chrisman et al., 2005). (Table 9 shows the culture dimensions and representative quotes to support).

The Culture Dimension of Family Business has two main dimensions:

Family and Firm Values: This refers to the principles and beliefs that guide the behavior and decision-making of family members in both the family and business contexts. These values may be shared across the family and the business or may differ between them (Davis & Harveston, 2001).

Family values in family businesses include things like fairness, equality and a desire to leave a legacy for future generations (Lansberg, 1988).

Firm values in family businesses include dedications to innovation and continuous improvement, customer service and satisfaction, and quality and excellence (Sharma et al., 2003).

1. Family Commitment: Is the level of attachment and devotion the family have for the family business. It affects how family members are willing to devote time, resources, and effort to the company, and it may have an impact on the success and longevity of the business (Chua et al., 1999).

Table 9: Culture dimension table with representative quotes:

Facility/ Participant	Culture Dimension	Code	Quote
MM/P7	Family commitment	Family loyalty	<i>I find myself being next to (the owner) because he taught us, and he grew old now he needs us to be with him.</i>
KE/P5	Family commitment	Willingness to contribute	<i>We take extra steps, we stay longer hours, and we enjoy it because we do feel that this is ours in the end. And whatever we do to grow this business, we will get to see it. So, this is something that I noticed here, and I quite enjoy.</i>
SA/P2	Family Commitment	Desire to work	<i>I used to stay at until 11 PM at the hospital, I kept working full time and I was always leaving the Hospital at 11:00 PM and I was working 6 days.</i>

AI-M/P15	Shared Values (Firm value or a personal value)	Reputation is linked to the company	<i>The business is a source of pride and a source of fear. In the hospital, the complaint is important to start, but the reputation is linked to a picture or background of the company, so I am always afraid of the issue of reputation and from it, I tell people in my department and in the hospital, in general, to watch that carefully. it will harm all of us.</i>
IS/P3	Shared values	Grow the business= Strong family	<i>You want to grow your own business, into a tree and make it bigger or you want to make branches. That's another formula. You want to be together a very simple strategy. I want to help the family to be stronger, and stronger is one word.</i>
SF/P10	Shared values	Family's legacy	<i>You feel that you have a mission, that you must do it because it's linked to your family. It's your legacy, your story, or your father's legacy as well. So, when you come, of course, you're full of plans and visions and ideas to make changes.</i>

According to Carlock and Ward (2001), a family's commitment and vision are influenced by its core values. Therefore, family values serve as the foundation for building commitment to the family business. The authors suggest that commitment consists of three primary components:

- 1- Personal belief in and support for the organization's goals and vision: This happens when family members' personal beliefs are in line with the objectives and vision of the family company.

The quotes from the participants reveal that family commitment, shared values, and family legacy are essential cultural elements that drive the family's influence on the business. Family commitment, as exemplified by MM/P7, SA/P1, SA/P2, and KE/P5, refers to a family member's desire to work hard, go above and beyond, and contribute to the business. According to SA/P1, who stressed that having a common vision is a blessing that provides them whole dedication to the work they have, family commitment is spurred by the company's shared goal.

“He was very happy because we all have the same vision that we learned for him. It was a blessing for both of us. From our side, we would put in the hours or put in the work, and we would be happy doing so because we feel that this is ours. So, we would have the complete commitment towards this job that we have”. SA/P1

- 2- Willingness to contribute: The importance of family members' willingness to invest their time, effort, and money in the family business is highlighted by this aspect. It suggests that family members are adamant about joining the business and making a substantial contribution to its success.

Shared values, as expressed by Al-M/P15, IS/P3, and SF/P10, highlight the importance of reputation, growing the business, and family legacy. Al-M/P15 stated that reputation is linked to the company's picture or background and therefore urged people to be careful to avoid harming the business's reputation.

“The business is a source of pride and a source of fear. In the hospital, the complaint is important to start, but the reputation is linked to a picture or background of the company, so I am always

afraid of the issue of reputation and from it, I tell people in my department and in the hospital, in general, to watch that carefully. it will harm all of us". AI-M/P15

- 3- Desire for a relationship with the organization: This aspect highlights the importance of the emotional connections that family members have to the family business. It suggests that family members like their jobs there and see the company as an important part of their identity and family history.

As IS/P3 emphasized the need to grow the business to make the family stronger, while SF/P10 believed that family legacy is a mission that they must do to make changes.

"You want to grow your own business, to a tree and make it bigger or you want to make branches. That's another formula. You want to be together a very simple strategy. I want to help the family to be stronger, and stronger is one word". IS/P3

"You feel that you have a mission, that you must do it because it's linked to your family. It's your legacy, your story, or your father's legacy as well. So, when you come, of course, you're full of plans and visions and ideas to make changes". SF/P10

Overall, the findings point to the substantial impact of family commitment, shared values, and family values. Because they share a common vision and a sense of ownership for the company, family members are committed to it. A framework for decision-making and a set of principles that direct the family's business actions include shared values including reputation, corporate expansion, and family heritage. Family firms that embrace these cultural components usually find higher success and sustainability because they have a strong foundation of shared values and commitment to the business.

Harmonious Passion

Harmonious Passion was defined by Vallerand's (2003) in the Dualistic Model of Passion, as a harmonious relationship between the activity a person is passionate about and other aspects of his life, such as personal relationships, personal interests, and goals. It is characterized by the harmonious integration of the activity into a person's identity, where the activity is a source of enjoyment and satisfaction but does not take over their life or lead to negative consequences.

Researchers have looked at the effects of a harmonious passion on entrepreneurial behavior and results. For instance, Gielnik et al. (2015) discovered that whereas entrepreneurs with obsessive passion were more likely to experience burnout and abandon their companies, those with harmonious passion were more likely to continue in their endeavors and find financial success. This study also reveals that individuals learned new things about themselves and were inspired and motivated by their experiences, both of which are signs of harmonious passion. (See Table 10 below which represents some of the participants' quotes about those dimensions).

Table 10 : Harmonious Passion dimensions and representative quotes from participants :

Facility/ Participant	HP Dimension	Code	Quote
MM/P7	Enjoyed Activities	Helping others	<i>I feel satisfied when I can help some members of our family outside the framework of work. And also, patients who come to us.</i>
IS/P4	Enjoyed Activities	Make things happen	<i>I find something and make it happen. So, I put a couple of things together. It makes the spark.</i>
KE/P5	Inspirations and Motivations	Listen to podcasts	<i>I get inspired by listening to podcasts. I play them every day and they make me think different.</i>
AI-M/P16	Inspirations and Motivations	Leave an impression	<i>My biggest inspiration or motive, I would say, is to really leave a lasting impression that helps people love themselves and be the people they want to be or have the life they want to have.</i>
KE/P6	New things discovered about self	Fearless	<i>So that was a very big shift in my view about how we investigate money. I was always afraid to lose the money. But now I look into things and think what's the worst that can happen? So I became fearless.</i>

SF/P10	New things discovered about self	Better listener	<i>Growing here with the hospital, I think, definitely shaped me. I was told that I was not always a good listener. So now my job is actually to listen what people are saying. I do things called social listening, where I see what people are saying. So this has made me a much better listener.</i>
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According to the literature, entrepreneurial passion has also been found to have a positive effect on entrepreneurial behaviors such as opportunity recognition, networking, and creativity (Baum & Locke, 2004; Li & Atuahene-Gima, 2001; Zhang et al., 2018). The results in the table provide insights into the harmonious passion of the participants in the family business and how it affects their behaviors. The data reveal that the participants experience enjoyment in helping others (MM/P7), making things happen (IS/P4), bringing happiness to people (SG/P14), being inspired and motivated by listening to podcasts (KE/P5), seeing their kids happy (HZ/P9), meditating to clear their minds (TK/P17), leaving a lasting impression (AI-M/P16), becoming fearless (KE/P6), and becoming a better listener (SF/P10). Moreover, being part of a family business made some participants mature (AJ/P12).

I feel satisfied when I can help some members of our family outside the framework of work. And also, patients who come to us. (MM/P7)

Bring happiness to other people which makes me proud. happiness comes from the inside. I go into a room and make them see light and opportunity. (SG/P14)

The results imply that some family business participants were able to pursue interests and learn new things about themselves while working for their families. The participants are inspired to

contribute to the expansion and development of the family company because of their shared enthusiasm, which helps them find meaning and purpose in their work. The participants' harmonious passion also improves them as people and develops their bonds with other members of the family company.

Growing here with the hospital, I think, definitely shaped me. I was told that I was not always a good listener. So now my job is actually to listen what people are saying. I do things called social listening, where I see what people are saying. So, this has made me a much better listener. (SF/P10)

The findings suggest that fostering enjoyable activities, offering chances for self-discovery, and encouraging individuals' motives and inspirations may all encourage harmonious behaviors in a family company. Family enterprises may establish a healthy and happy work atmosphere that supports personal growth, enhances family ties, and helps to the success of the firm by encouraging harmonious passion.

Obsessive Passion

According to Vallerand's definition of obsessive passion from 2003, this sort of passion occurs when a person has an overwhelming desire to engage in a certain activity to the point that it dominates their life. When a person has this kind of enthusiasm, the activity does not flow naturally into who they are; rather, it takes over their life and can have negative effects including burnout, obsessive behavior, and lower wellbeing. Instead of doing something for fun or for personal pleasure, people with obsessive passions may feel compelled or under pressure to do it. In the context of entrepreneurship, research has shown that entrepreneurs with obsessive passion are more likely to experience burnout and exit their ventures. This is in contrast to entrepreneurs with harmonious passion, who have a more balanced relationship between their business and other aspects of their lives and are more likely to persist in their ventures and achieve financial success

(Gielnik et al., 2015). Obsessive passion has also been associated with negative outcomes such as work addiction and time-related concerns (Vallerand, 2003). (See table 11,12 for supportive quotes on work addiction and time related concerns).

The findings of this study highlighted challenges, including time-related concerns and work addiction, associated with obsessive passion.

Table 11: Obsessive Passion (1) (Work Addiction dimension) and representative quotes:

Facility/ Participant	OP dimension	Code	Quote
HZ/P9	Work addiction	Busy all the time	<i>I try to balance between things in my life. But I like to stay under pressure, even on the weekends, I like that kind of adrenaline rush that you get from being busy and challenged every day</i>
MM/P7	Work addiction	Don't like weekends	<i>I don't like Friday. There's nothing to do on weekends. Because I am not working.</i>
AL-M/P15	Work addiction	Guilty of not doing enough	<i>With all of this, feel guilty from time to time that I'm not doing enough. Especially because I'm looking after business development.</i>
KE/P5	Work addiction	Slave to work	<i>At some point, you become a slave to what you are passionate about. Which is work for me!</i>
SA/P2	Work addiction	80% work	<i>80% of my day is for work.</i>

The quotes from the table above show results on work addiction among participants in the family business which revealed that several individuals showed signs of work addiction. Participant 9/HZ mentioned that they try to balance their life, but they enjoy staying busy and challenged every day. They even admitted to feeling guilty from time to time for not doing enough, especially when it comes to business development.

“I try to balance between things in my life. But I like to stay under pressure, even on the weekends, I like that kind of adrenaline rush that you get from being busy and challenged every day”.

Furthermore, participant 7/MM admitted to not liking weekends because they feel there is nothing to do since they are not working.

“I don't like Friday. There's nothing to do on weekends. Because I am not working”.

Participant/ 15 AL-M expressed similar feelings of guilt and pressure to constantly do more at work. They explained that at some point, they feel like a slave to their passion for work.

“With all of this, feel guilty from time to time that I'm not doing enough. Especially because I'm looking after business development”.

Additionally, participant 5/KE stated that being passionate about work can lead to becoming a slave to it.

“At some point, you become a slave to what you are passionate about. Which is work for me!”

Lastly, participant 10/SF tried taking a day off every Saturday to alleviate stress but eventually realized work was more important and decided to work every day.

“I started to take a day off every Saturday and the stress became better, then I realized, that work is still more important, so I don't have any days off now”.

Overall, the results point to the possibility that some family business members may deal with job addiction, which can cause excessive pressure, stress, and even burnout. These findings emphasize

the need of establishing boundaries and striking a balance between work and personal life in order to avoid burnout and sustain general wellbeing.

Table 12: Obsessive Passion (2) (Time-Related Concerns dimension) and representative quotes:

Facility/ Participant	OP dimension	Code	Quote
SF/P10	Time-Related Concerns	Full of tasks	<i>My day is very busy and full of all the tasks that I have to manage, and I try to find time but often I can't and it stresses me out.</i>
SA/P2	Time-Related Concerns	Work 6 days a week	<i>I work 6 days a week and during the first six months, I used to work two shifts. In addition, I used to stay until 11 PM</i>
HZ/P9	Time-Related Concerns	No time for vacation	<i>The longest vacation we would get is a week, eight to nine days maximum. Not much because I was managing the office in seven countries at the time, and we couldn't be away from work.</i>
AL-M/P15	Time-Related Concerns	No time to socialize	<i>I have been spending less time seeing friends and going out. My life now evolves around work and patients hhh. Those are my social life now.</i>

The participants in this table have expressed concerns related to time and how their work is affecting their personal lives. SF/P10 reported feeling stressed due to the number of tasks they

have to manage, while MM/P8 stated respectively that they do not have time for meetings despite having many tasks to attend to.

“My day is very busy and full of all the tasks that I have to manage, and I try to find time but often I can't, and it stresses me out”. SF/P10

“I do not have time in the day to divide it between 7 departments or give them their right to meetings. I have many tasks and even if I postponed, I would still return to them for meetings, but I could be late”. MM/P8

SA/P2 reported working six days a week and staying until 11 PM, which shows a lack of work-life balance. HZ/P9 reported not having enough time for vacation due to their responsibilities in managing the office across multiple countries, and AL-M/P15 expressed that their social life has been impacted by their work demands.

“I sometimes can't do a lot of activities due to work as I said earlier. Work comes first still”. SA/P2

“The longest vacation we would get is a week, eight to nine days maximum. Not much because I was managing the office in seven countries at the time, and we couldn't be away from work” HZ/P9

“I have been spending less time seeing friends and going out. My life now evolves around work and patients hhh. Those are my social life now” Al-M/P15

It is important to note that a heavy workload can worsen the impact of role stress, and research has confirmed that long work hours, high job demands, and heavy administrative responsibilities can lead to burnout (Pines & Aronson, 1988; Daniels, 1985; Elliott & Smith, 1984; Maher, 1983; Matteson & Ivancevich, 1982; Pearlman & Hartment, 1982; Rader, 1981; & Zastrow, 1984). Therefore, the time-related issues raised by the table participants, such as not having enough time for meetings or vacations, being overburdened with tasks, and putting work before social life, could potentially have negative effects like burnout because of their heavy workload and

obligations. For people who work in family enterprises, where the lines between work and home life may blur, this can be especially important because it may put them under more strain and stress.

The relationships:

Power => Harmonious Passion

According to Vallerand (2003), harmonious passion refers to an activity or pursuit that is seamlessly integrated into one's identity and life as a whole. The present study's findings indicate that the decentralization of decision-making in family businesses can lead to a decrease in the family's power level and control over the business which would lead to harmonious passion. The inclusion of non-family members on the board of directors and partnerships often results in more decentralized decision-making and lower family control, which can lead to less power. Family ownership percentage, board composition, and management of the firm also play a significant role in the power category of family control (Astrachan et al., 2002)

The participant quotes below from MM Company and KE Company support these findings.

“The right thing we did is that we have a board of directors, a board of directors that takes the decisions of the chairman of the board, X, working with them is a different pleasure”. (CEO, Male, 2G) – MM Company

The CEO from MM Company noted that "working with them is a different pleasure," suggesting that working with the board of directors (composition) has a positive effect on the business.

“You need the knowledge of the people in the board who know how to deal with much bigger numbers. Then you can rest assured that all is going well” (CEO, Male, 2G) – KE Company

Similarly, the CEO of KE Company mentioned that "you can rest assured that all is going well," indicating a sense of relaxation and comfort resulting from having the board (composition) handle the decisions.

Therefore, based on the data and literature, I propose that the lesser the family power and control over the firm, the higher the harmonious passion.

These findings are consistent with previous research in family business literature, which has suggested that decentralization of decision-making can be a way to mitigate some of the agency problems such the family members may act as both principals and agents (Jensen and Meckling, 1976). By bringing in non-family board members or partners, the family can reduce their level of control over the business and allow for more independent decision-making. This can help to align the goals of the family with those of the business, as well as improve the efficiency and effectiveness of decision-making processes as well as motivate harmonious passion.

Power=> Obsessive passion

The data from the participants have shown signs of obsessive passion, which is an intense, uncontrollable desire to engage in it, often to the point of neglecting other important areas of one's life (Vallerand, 2003). The quotes explain that family members of the family business face different levels of pressure in finding the time to enjoy their own interests when the decision-making process is centralized. Where it is hard for them to find balance between work and life due to their obligations towards the business.

According to previous studies, the concentration of power in family enterprises may make it more difficult for members to pursue their personal hobbies and extracurricular activities. (Chrisman et al., 2005). Which leads to family members facing more stress and work-family conflict (Litz & Stewart, 2000).

Family members in leadership positions may also feel under pressure to work long hours and shoulder a lot of duties, which might leave them with less free time and less energy (Gómez-Meja et al., 2007). This is supported by the following quotations:

“It's difficult to leave the business for more than two weeks. Since all of the corporate business is under my leadership and I have worn two different hats probably by being an employee and a CEO.” (CEO, Male, 2G) – TK Company

“I am a part of the second generation, so we have first and second and my father is in semi-retirement phase now. I handle most of the hospital work that's why it's hard for me to go on vacation” (Chairman, Male, 2G) – HZ Company

Both express difficulty in finding time for personal activities due to their leadership roles in the business.

“We worked on all the policies, procedures, the slogan, the logo, the corporate identity, what would be the plan for the doctors, the departments, and how we would get the word out of the services that we offer”. (Patient affair director, Female, 2G)- SA Company

The quote from the Patient Affairs Director at SA Company, however, suggests a collaborative decision-making approach in the family business, where family members and non-family employees work together to make decisions. This approach can result in a more balanced distribution of responsibilities and a reduction in work-family conflict for family members (Schulze & Gedajlovic, 2010).

In summary, the centralization of decision-making in family businesses can lead to increased pressure on family members, resulting in a lack of work-life balance and reduced well-being and thus high levels of obsessive passion. Collaborative decision-making approaches can help alleviate some of these issues and lead to a more balanced distribution of responsibilities in the family business and thereby reducing obsessive passion.

Experience => Harmonious and Obsessive Passion

According to previous research, experience is an important dimension of family influence in the longevity of family businesses, particularly during intergenerational succession (Miller et al., 2003; Klein et al., 2005). It was previously hypothesized that higher levels of experience would lead to an increase in harmonious passion and a decrease in obsessive passion among family business participants. However, the analysis of the interviews (Table 8) did not reveal any significant effects of experience on passion behaviors in the study participants. When considering the Saudi Arabian context and the focus on the longevity of family businesses, prior research has demonstrated that many such businesses have been operating for multiple generations, with a strong emphasis on passing ownership and control to the next generation (Al-Swidi & Mahmood, 2012). This may suggest that these practices have become ingrained in the culture of Saudi Arabian family businesses, and thus may not be explicitly expressed by participants in research studies. Therefore, it is important to recognize the cultural context of Saudi Arabian family businesses when interpreting research findings.

Previous research has also shown mixed results for the effects of power and culture, while experience has a consistently negative association with several variables (Rutherford et al., 2008).

Culture => Harmonious Passion

The results of the analysis suggest that the culture of the family business can have a significant impact on harmonious passion. The quotes from the interviews illustrate this relationship.

“I and my father are on the same line, and our opinions are the same, even if we disagree, we talk again. My father listens a lot and he accepts other opinions, So, dealing with him is very easy. I know that I and my father have the same nature and it is not easy to find this”. (Administrative Director, Female, 2G) – Al-M Company/P15

The first quotation, from an administrative director at the Al-M Company, highlights the significance of holding similar values and aspirations for one's family. that despite their differences,

they remain of a similar nature and understanding. Which implies that, as a result of their shared understanding and vision, family members who feel that their work is consistent with their identity and values may experience a sense of harmonious passion.

“But we do enjoy doing this. We care about the brand maybe more than someone that is not part of the family. We take extra steps, we stay longer hours, and we enjoy it because we do feel that this is ours in the end. And whatever we do to grow this business, we will get to see it. So, this is something that I noticed here, and I quite enjoy”. (CEO, Male, 2G) – SG Company/P13

The second quote, from the CEO of the SG Company, emphasizes the emotional attachment that family members have to the business. He notes that family members care about the brand more than someone who is not part of the family and that they take extra steps and stay longer hours because they feel a sense of ownership over the business. Family members who believe that their job is a reflection of their identity and beliefs may feel a feeling of harmonious passion as a result of this emotional attachment.

“He was very happy because we all have the same vision that we learned for him. We work together and he's already working with my sister, and he's also working with my older brother, but on a separate business, so it was a blessing for both of us. From our side, we would put in the hours or put in the work, and we would be happy doing so because we feel that this is ours. So, we would have the complete commitment towards this job that we have”. (Patient affair director, Female, 2G) – SA Company/P2

The final quotation, from a director of patient affairs at the SA Company, emphasizes the significance of loyalty to the family company. She mentions that her father was pleased since the entire family has the same goal, which they all acquired from him, and that they collaborate wholeheartedly.

Which explains that the family's culture may have an impact on how family members behave, think, and feel about the company. The study asserts that a shared vision, emotional attachment, and loyalty to the company may help to build family members' experience of harmonious passion,

which results from a perception that their work is in keeping with their identity and values. These findings have important implications for family businesses as they highlight the need of creating a culture that encourages cooperation and excitement among family members.

Culture => Obsessive Passion

The findings derived from the data indicate that the culture of a family business can exert a considerable influence on obsessive passion. The nature of this influence is contingent upon the particular family culture and company culture that is adopted.

“There was always major conflict in the way things should go in work and a different paradigm. but what was good about it he gave me space to take my own decisions and be responsible for my consequences. It was hyper-responsibility. He is kind and loves me and I do love him too so much but there were major in difference characters, strategies, and vision. It was a rough relationship honestly”. (CEO, Male, 2G) – HZ Company/P9

The first quotation, from the CEO of the HZ Company, emphasizes the likelihood of family disputes in a family-run corporation. He observes that there was a significant disagreement about how things ought to be done at work as well as contrasting views on vision, strategy, and character. In spite of this struggle, his father provided him the freedom to make his own judgments and accept responsibility for the results, which led to a feeling of extreme responsibility. Family members may become obsessed with the business out of an uncontrollable feeling of obligation, which can cause excessive responsibility and obsessive passion.

“Everything I do in the company would affect the company. I can make or break the company. Everything is related to the work, and it is our legacy our name. That's why it feels like an obligation”. (CEO, Male, 2G) – IS Company/P4

The second quote, from the CEO of the IS Company, emphasizes the strong emotional attachment that family members can have to the business. He notes that everything he does in the company would affect the company and that it is their legacy and name. This creates a sense of obligation

to the business, which can also lead to obsessive passion, as family members feel that their entire identity and reputation are tied to the success of the business.

The results suggest that conflict and emotional attachment can lead to obsessive passion in family members, as they feel a sense of hyper-responsibility and obligation to the business that is difficult to control. These findings highlight the need to create a culture that supports and nurtures a healthy relationship between family members and the business, to avoid the negative outcomes of obsessive passion. It also shows how healthy emotional attachment can lead to positive consequences such as harmonious passion on the other hand the unhealthy attachment would lead to negative consequences such as obsessive passion.

Gender as a moderator (The relationships)

Power

The current study investigates the impact of gender as a moderator on the dimensions of power and harmonious passion in family businesses. The study only includes female participants in companies that have decentralized decision-making structures, which have been previously shown to promote harmonious passion. Nevertheless, our findings suggest that the presence of female members in family businesses with centralized decision-making structures may lead to increased levels of obsessive passion, particularly in comparison to male participants.

“If I want to do something I have to go back to them for the support it’s their company and they go back to the board too for votes. We have to get the final decision from everyone unless it’s a small activity related to day-to-day matters”. (Ceo at a sister branch, Female, 3G) – SF Company/P10

The first quote illustrates a more collaborative and democratic approach to decision-making, where the female CEO is required to seek support and approval from multiple sources before

implementing any major changes or decisions. This suggests a relatively equitable distribution of power among family members, with decision-making being shared among all relevant parties. Such a dynamic may promote a greater sense of unity and collective ownership, fostering harmonious passion among family members.

On the other hand, her male brother from the same company reported: *“We manage a lot of things together”*. (Head of the marketing department, Male, 2G) SA/P1

This suggests a collaborative approach to managing the family business, with the male participant indicating that they work together with others to manage various aspects of the business. This suggests a relatively equitable distribution of power, where decision-making and management responsibilities are shared among family members. Such a dynamic may promote a greater sense of unity and collective ownership, which can contribute to the development of harmonious passion among family members.

“We are the board; we are the partners. And we have our board meeting every year to make the key decisions”. (CEO, Male, 2G) – Al-M Company/P16

The third quotation, on the other hand, suggests a more centralized and hierarchical power structure since the male CEO says that the board and partners are him and his family, implying that they have more power and decision-making authority. This power dynamic may lead to the sense of exclusivity and control among the family members, thereby promoting the development of harmonious passion.

Noting out the gender differences between participants, with the first quote coming from a female CEO and the second from a male CEO. This gender gap reflects on a larger social gender norms and expectations, with female family members possibly needing to put in more effort to express their authority and be heard in a family business environment where males don't. The development of harmonious passion may be aided by increased family cooperation and consensus-building as a

result of this. Male family members, on the other hand, could feel more entitled to exert their dominance and authority, which might result in a more hierarchical and exclusive decision-making process that could obstruct the growth of harmonious passion.

This implies that even after accounting for gender's influence as a moderating factor, the study's conclusions are still consistent. This suggests that the observed association between power dynamics and harmonious passion in family businesses is not greatly affected by gender.

However, comparing the quote from a female to male participant. Shows a clear gender gap that is a reflection of broader social gender norms and expectations, where women may have to work more to assert their authority and make sure that their opinions are heard in a family-run business where men rule. This highlights the potential implications of gender bias and inequality in family businesses, which may affect the development of a unified enthusiasm and other essential business traits.

Culture

Gender=> Harmonious passion

In the context of the family business culture dimension in Saudi Arabia, these quotes highlight the role of harmonious passion in shaping the relationship between family members and their involvement in the business. The first quote indicates that the CEO's father takes a hands-off approach to teach his son the ropes of the business, emphasizing self-directed learning and personal responsibility. This approach reflects a culture of individualism and self-reliance, which can foster harmonious passion by allowing family members to pursue their own goals and interests within the business.

“He is a school on his own. He will not give you anything ready. He will tell you to go and learn on your own and then come back. He will ask you to do so much training and work. So you can be ready for the job at FB”. (CEO, Male, 2G) – MM Company/P7

The second quote suggests that working together in the family business can strengthen the bond between family members and create a sense of shared purpose and meaning. This reflects a culture of collectivism and interdependence, which can promote harmonious passion by emphasizing cooperation, collaboration, and mutual support.

“Even when I decided that I'm not going to be a doctor, he was still very supportive of every decision I took. And working here at the business I think has brought us closer because we have so much more to talk about now”. (Operation manager, Male, 3G) – SF Company/P5

The conflict between personal goals and expectations from the family as it relates to the family company is highlighted in the third quotation. In contrast to her family's lack of need, the director wants to further her work and get more expertise. This conflict is a reflection of a culture of hierarchy and duty, which can make it difficult to pursue one's interests and aspirations without feeling under pressure to live up to family expectations.

“I joined the management and felt that I want to join the family company. I worked for a period of two years, and I intended to continue for a longer period because wanted to acquire more experience this was the reason, why I returned to the family company, but he surely did not need me”. (Patient affair director, Female, 2G) – SA Company/P2

Overall, these quotes illustrate how different cultural dimensions in Saudi Arabia can affect the development and expression of harmonious passion within family businesses. Understanding these cultural dynamics is important for promoting positive outcomes in family businesses, such as increased motivation, engagement, and satisfaction among family members.

This suggests that the study's findings are still consistent even after taking gender into account as a moderating factor. However, it demonstrates that, depending on the circumstance and the society in which she is raised, a woman may occasionally suffer harder.

Gender => Obsessive Passion

These quotes illustrate how cultural dimensions, such as power distance and gender roles, may impact the relationship between family members working together in the business and their levels of obsessive passion.

The first quote (CEO, Male, 2G) highlights the conflicts and differences in opinions that can arise in family businesses, particularly between the older and younger generations. The patriarchal power structure of Saudi Arabia's culture may contribute to the father's strictness and reluctance to delegate responsibilities to his daughter, who is a female. However, the father's decision to eventually give his daughter space to make her own decisions and manage the business on her own may have allowed her to develop a sense of hyper-responsibility and obsessive passion for the business.

“There was always major conflict in the way things should go in work and a different paradigm. but what was good about it he gave me space to take my own decisions and be responsible for my consequences. It was hyper-responsibility. He is kind and loves me and I do love him too so much but there were major in difference characters, strategies, and vision. It was a rough relationship honestly. However, he let me manage it on my own and he stopped interfering. I earned my credibility the hard way. Our relationship has always been like that. There was always harmony but conflicts in opinions. But now he can see how far I have proven to be right in my judgments. There was total rejection in the beginning but now I guess he knows that I know what I am doing”. (CEO, Male, 2G) – HZ Company/P9

The second quote (Head of medical records, Female, 2G) further emphasizes the gender-based power dynamics that can play out in family businesses in Saudi Arabia. The daughter feels that she is not given as much responsibility as her male siblings, despite her desire to take on more. This lack of delegation may prevent her from fully developing her passion for the business and may lead to feelings of frustration or resentment.

“We had a very good relationship, but I would say it is a typical father and daughter relationship. He is always very protective, and he barely delegates big responsibilities to me. I

feel my brother and cousins get more work than I do. Still, he forced me to leave the profession I liked to join FB". (Head of medical records, Female, 2G) – MM Company/P8

The last quote from a female CEO which exemplifies how a father's perspective on his children in the family business may change over time. He was strict with his daughter when she was young, maybe because of his desire to provide her excellent instruction and help her establish a solid name in the industry. However, as he became more worn out, he began to rely more on his sons, which changed the dynamics of the family and might have had an impact on his daughter's level of obsessive devotion to the company due to the lack of attention paid to her.

"Well, the time I started joining the family business my dad focused completely on me with all his concentration in all aspects. He always was very strict with me. Being late 5 min wasn't even accepted in meetings and he used to get angry at me. I would have to submit projects on time and attend all training projects. That was back in 2014. Now with my brothers, he is very lenient, and he manages all the work from a strategic standpoint. He doesn't focus on them as he did on me. Maybe because I was older and the first one who joined the family business. He is tired now too, so he is not focusing much on what they do". (CEO at a sister branch, Female, 3G) – SF Company/P10

Overall, these quotes demonstrate how cultural dimensions such as power distance and gender roles can impact the family dynamics and the level of obsessive passion that family members may develop in family businesses in Saudi Arabia. This implies that gender plays a role in moderating the relationship between culture and obsessive passion. Which explains the way in which gender roles are defined in Saudi Arabian culture impact the level of obsessive passion that family members develop towards the business in females more than males. These findings may be relevant for researchers and practitioners seeking to better understand the dynamics of family businesses in Saudi Arabia and other cultures with similar cultural dimensions.

Ancillary Findings

In this study, gender was examined as a moderator to investigate the impact of family influence on entrepreneurial passion. The findings revealed noteworthy themes related to female participants, which will be explored in detail below.

- 1) Gender bias and stereotypes: Studies have shown that gender bias and stereotypes can affect women's participation in entrepreneurship and their ability to succeed as entrepreneurs. Noting that in the culture of Saudi Arabia, women are normally expected to follow some traditional roles and expectations, such as child caregiving and house obligations, which could limit her ability to be involved in the business and even have leading positions in companies (Hisrich & Brush, 2002; Jennings & Brush, 2013). Female members may feel that their fathers or male relatives are overly protective of them and do not delegate important responsibilities. This is illustrated by the quote from participant 8: *"He is always very protective, and he barely delegates big responsibilities to me. I feel my brother and cousins get more work than I do."*

Loscocco and Smith-Hunter (2004) suggest that women may also experience lower levels of satisfaction and well-being if they perceive themselves as being treated unfairly or if they face obstacles in their entrepreneurial pursuits. This relates to how the culture of the F-PEC component may affect how a daughter is treated and given duties within her family since differing values and customs might affect these interactions. And as a result, it emphasizes how crucial it is to advance gender equality and aid in the professional advancement of every family member working in a family business, regardless of gender.

- 2) Lack of support: Female in the family business may also face a lack of support and resources, particularly in male-dominated industries. This can include limited access to

funding, networks, and mentorship opportunities (Brush et al., 2009; Datta et al., 2018). In the case of the family business, female family members may also face discrimination or unequal treatment in terms of access to decision-making power and leadership positions. Female members may feel that they are not treated as equal employees and may face ambiguity in their roles. This relates to the F-PEC's component, which demonstrates how the culture of the family, notably that of Saudi Arabia, would have an impact on the company and the status of women in it. This is illustrated by the quote from Participant 10: *"He always was very strict with me. Being late 5 min wasn't even accepted in meetings and he used to get angry at me. I would have to submit projects in time and attend all training projects."*

- 3) Role expectations: In family businesses, gender roles can also play a significant role in shaping the expectations and responsibilities of family members. Women may be expected to take on supportive or administrative roles rather than leadership roles and may face limited opportunities for professional development and advancement (Bettinelli et al., 2014; Dyer & Handler, 1994). They often face role conflict, ambiguity, and carryover between their roles as family members and business professionals, according to research by Dumas (1988, 1989). This ambiguity arises because daughters' roles in the business are often undefined and are highly dependent on their fathers, who often see them as their students rather than as professional businesswomen. As a result, daughters struggle to define themselves within the framework of the family business, and other members of the firm, particularly male managers, and their mothers often resist their attempts to do so. Which refers to the F-PEC Scale's cultural dimension and how it could cause female participants to have obsessive passion. This is illustrated by the quote from Participant 2:

"You feel sometimes that you are treated as a daughter in the Hospital, not as an employee, i.e., you don't sometimes take the full opportunity and you try to perform the actual dealing, and you cannot understand exactly the full situation."

Female members may also feel that their role in the family business is limited, even if they have studied and acquired qualifications in a relevant field. This is illustrated by the quote from participant 15: *"However, I just have a small department to manage."*

Specifically in respect to gender roles and cultural expectations, the information in the table below indicates some of the difficulties faced by the female employees of the Saudi Arabian family companies whose members were questioned. The first quote from Participant P10 implies that the father concentrated more on his daughter when she joined the family company and was tougher with her than with her brothers, which may reflect that gender norms are still engrained in Saudi culture. The second quote from Participant P2 likewise emphasizes the difficulties of receiving treatment more like a daughter than an employee, which can prevent her from fully contributing to the family company.

The third quote from Participant P8 suggests that there may be some gender bias in the distribution of duties within the family company, with the father giving her male relatives more responsibility than she does. The remark from Participant P15 implies that, despite having studied healthcare administration to assist her father, the female member of the family company only has a modest department to handle in comparison to her brother.

Table 13: Ancillary findings supportive quotes:

Facility/ Participant	Position	Code	Quotes
SF/P10	CEO at a sister branch	Strict	<i>Well, by the time I started joining the family business, my dad focused completely on me with all his concentration in all aspects. He always was very strict with me. Being late 5 min wasn't even accepted in meetings and he used to get angry at me. I would have to submit projects on time and attend all training projects. That was back in 2014. Now with my brothers, he is very lenient, and he manages all the work from a strategic standpoint. He doesn't focus on them like he did with me. Maybe because I was the older and the first one who joined the family business. He is tired now too, so he is not really focusing much with what they do.</i>
SA/P2	Patient affair director	Ambiguity	<i>you feel sometimes that you are treated as a daughter in the Hospital, not as an employee, i.e. you don't sometimes take the full opportunity and you try to perform the actual dealing, and you cannot understand exactly the full situation.</i>
		No need for me	<i>I joined the management and felt that I want to join the family company. I worked for period of two years, and I intended to continue for longer period, because wanted to acquire more experience and this was the reason, why I returned to the family company, but he surely was not in need of me.</i>
MM/P8	Head of medical records	Protective	<i>We had a very good relationship, but I would say it is a typical father and daughter relationship. He is always very protective, and he barely delegates big responsibilities to me. I feel my brother and cousins get more work than I do. Still, he forced me to leave the profession I liked to join the FB.</i>
AI-M/P15	Medical director	Role expectations	<i>We have only one brother, and I feel with him being in the hospital with us most of the big responsibilities are on him. I did study healthcare management because I wanted to help my dad eventually. However, I just have a small department to manage.</i>

Chapter 5 Conclusion

Discussion

The current study explored the impact of power dynamics, experience, cultural context, and gender on passion behaviors in family businesses in Saudi Arabia. The findings suggest that experience does not have a significant effect on passion behaviors among family business participants, possibly due to the normalization of the importance of experience in family businesses in Saudi Arabia. It also sheds light on the relationship between family power and control over the firm and harmonious passion in family businesses. It also suggests that decentralization of decision-making can lead to a decrease in family power and control, which in turn can lead to an increase in harmonious passion. This relationship is supported by some of the participants quotes where the CEOs expressed satisfaction and comfort from working with the board of directors and non-family members in decision-making processes. It was also suggested that because they play several functions in the company, family members who hold executive positions frequently experience significant levels of pressure and struggle to find time for their personal lives. In the end, this can contribute to high levels of obsessive passion by causing conflict between work and home, stress, and an absence of work-life balance.

In addition, it emphasizes how crucial family business culture is in determining how family members behave, view the company, and are motivated to work for it, as well as how family conflict and emotional attachment may result in obsessive passion in some members.

The analysis conducted that gender could play a moderating role in the relationship between power dynamics and passion in family businesses, and that patriarchal power structures can significantly

impact family businesses in Saudi Arabia. The study's results could be useful for researchers and practitioners seeking to better understand the dynamics of family businesses in Saudi Arabia and other cultures with similar cultural values. This investigation shed light on other ancillary findings related to the impact of family influence on entrepreneurial passion, with a particular focus on the moderating effect of gender. Gender biases, lack of support, and role expectations were identified as key themes that can limit female family members' participation in entrepreneurship. Family companies may also support gender-based discrimination by excluding female family members from holding positions of authority and decision-making.

Limitations

This research includes limitations that must be noted, as with any study. Firstly, the time constraint was a significant limitation, as the researcher was based in the United States, while the study context was in Saudi Arabia. This geographical and cultural distance could have impacted the accuracy and depth of data collection, interpretation, and analysis. Additionally, the time difference made communication with participants challenging, which may have led to incomplete or inaccurate data collection. Moreover, the research was executed in Arabic, which led to significant challenges in translating the interview questions and transcribing the data from the interviews. This necessitated extensive back-and-forth translations to ensure that the final analysis was presented in English.

While this study aimed to provide a comprehensive understanding of the research question, it may not have captured the full range of experiences and perspectives of family businesses in Saudi Arabia. Since the sample was only from the healthcare industry, which limits the generalizability of the findings to other industries.

Furthermore, the participants' confidentiality in sharing specific information about their businesses resulted that no questionnaires were answered, which could have provided additional data to complement the interviews. While confidentiality is crucial in this context, the lack of quantitative data limits the depth of the analysis and the potential for more statistical analysis.

Theoretical Implications

This research study contributes to the theoretical understanding of family businesses in relation to entrepreneurial passion, by expanding upon the dualistic model of passion developed by Vallerand (2003) and applying it in the context of a Saudi Arabian culture. The study was guided by the recommendation put forth by Murnieks, Cardon, and Haynie (2020) to focus on the elements that drive entrepreneurial passion to advance the field of study. Furthermore, the study builds upon their suggestion to investigate passion constructs beyond the boundaries of the individual founder, by including the descendants and grandchildren of the founder in the analysis.

The research also advances the understanding of the role of family influence in determining how power, experience, and culture of the family influence the entrepreneurial passion of family businesses in the Saudi context. The study also helps to fill a gap in the literature by examining the unique dynamics of family businesses in Saudi Arabia, where little research has been conducted. The model presented in this study offers a closer examination of family influence and the ways in which these dynamics between family members affect their entrepreneurial behavior. Moreover, the study sheds light on the inclusion of females in family businesses. It reveals that female members experience certain challenges, such as gender stereotypes, lack of support, and role expectations that differ from their male counterparts. Overall, this study adds depth and insights to the field of family business research by expanding the dualistic model of passion and examining the unique cultural and family dynamics in the Saudi Arabian context.

Practical Implications

The proposed findings of this study hold practical implications for family business owners and consultants, as the research reveals that family influence play a significant role in shaping the entrepreneurial passion of family businesses. Specifically, the study highlights that conflicts and emotional attachment can lead to obsessive passion, while the tension of hierarchy and sense of obligation towards the business can hinder harmonious passion. These findings can help family business owners and consultants to be mindful of these cultural issues and strive to maintain a balance between the two types of passion.

As it turns out, job addiction can result in burnout and social isolation, the study has practical implications for family members who work at the family business. As a result, it's critical for family companies to include enjoyable activities that help strengthen a feeling of community and family cohesiveness. Because they shed light on the ways in which individual family members and entire families can increase, decrease, or maintain influence over their business, the study's findings can also be useful to family business educators and researchers.

Finally, the study suggests that incorporating the concepts of harmonious and obsessive passion into training programs can help to develop well-rounded entrepreneurs. This can contribute to the growth and success of family businesses by fostering a healthy and balanced entrepreneurial mindset.

Directions for future research

For future research, longitudinal studies could be conducted to track family businesses' changes over time, providing a more comprehensive understanding of the long-term implications of the power dimension and passion on the family business. Additionally, future research could focus on one or more of the issues that this study presented such as power structure and its effect of passion

behaviors and delve deeper into it to obtain a more comprehensive understanding of the subject under study. Further recommendations include the application of the present study in alternative settings, such as the United States or Europe, and comparing the findings with those obtained from the Gulf region context. This would yield a comparative investigation, with the potential to establish generalizable outcomes.

Moreover, future research could consider using mixed methods to gain a more comprehensive understanding of the topic, combining qualitative interviews with quantitative surveys. Finally, future research could consider overcoming the confidentiality issue by finding alternative data collection methods that do not require the disclosure of sensitive information to the family business understudy.

Conclusion

The present investigation aimed to examine the variables that influence the entrepreneurial passion with a focus on the family influence, including power, experience, and culture, with consideration of gender differences. Thematic analysis was employed as the research methodology to investigate this phenomenon, and the findings indicated that a decentralized power structure promotes harmonious passion, whereas a centralized power structure encourages obsessive passion. Additionally, the study indicated that the generation in charge and succession planning do not have a significant impact on passion behaviors. However, the relationship between culture and entrepreneurial passion was found to be moderated by gender, with females exhibiting a greater inclination toward obsessive passion, primarily due to hierarchical structures and gender stereotypes that exist within the cultural framework. This study significantly advances the science of entrepreneurship by illuminating the nuanced interactions of gender, culture, power dynamics, and familial influences on entrepreneurial passion. The research has significant ramifications for

practitioners and decision-makers working to support a positive entrepreneurial culture and support environmentally friendly corporate practices.

Additionally, the fact that gender has been identified as a moderator of the association between culture and entrepreneurial passion emphasizes the need for more complex and gender-sensitive approaches to entrepreneurship education and support programs. Programs like this need to be created to help women entrepreneurs overcome the constraints put on them by social conventions and gender stereotypes as well as to address the particular difficulties they confront.

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Appendices

Appendix 1: Recruitment letter

Dear XX,

I am a Ph.D. candidate studying Entrepreneurship/Family business under the supervision of Prof. Rosanna Garcia at the Business School of the Worcester Polytechnic Institute. I also serve as a faculty member at King Abdulaziz University/ College of Business.

I am contacting you to ask for help with some case studies and information related to my dissertation research project. It will seek to understand family firms in the healthcare industry in Saudi Arabia.

You may have information regarding the industry relevant to this study. Also, you may have the contact information of many healthcare facilities that could participate in this study. The data collected can be beneficial for the industry, firms, and educational institutes. If you are interested, I can also share the final report with you.

This study will collect data to analyze how family influence affects entrepreneurial passion. I have some questions I would like to ask the family owners of the firm to understand the process better. For example, do you have difficulties in controlling your urge to do your business activities? Is the business so exciting that you sometimes lose control over it? Is the business in harmony with other activities in your life?

I would be grateful if you would introduce me to family-owned healthcare facilities to be able to answer my study questions.

If you deem the need, I would like to schedule a meeting with you to address any questions. If you think there is someone more appropriate for me to speak with, I would be willing to speak with them as well.

Thank you for your time. I look forward to hearing back from you.

Regards,

Basma Abubakr Khoja | PhD Candidate

Worcester Polytechnic Institute | The Business School

Bkhoja@wpi.edu / Phone# +966556669952

Appendix 2: Interview Protocol

Interview Protocol of any family member involved in the management of the family business.

Hi [Interviewee name], thank you for agreeing to participate in this research project. Your opinions and experiences will help build our knowledge on Entrepreneurship and Family business research.

As I mentioned in my messages, I am a Ph.D. Candidate who is working on my dissertation which focuses on understanding Family businesses in Saudi Arabia.

I assure you that your answers will be kept confidential and secured in a locked computer file, and there will not be a mention of your name in the dissertation. The purpose of this is so you can speak your mind more freely. Do I have your permission to record? [Answer] Thank you!

- **Please tell me about yourself:**

Age, work experience, educational background and Role in the company.

When did you decide to join the family business and why?

Did you ever work outside of the family business?

Was it always a fact that you will be joining the firm, or you made that choice on your own?

What does family mean to you in the context of your business?

Imagine you were not involved in the family business, where do you think you might be?

- **The Background of the firm:**

Type of business, number of employees, firm's age?

How many generations have been involved in your business? What is the current generation that owns the company?

Who was the previous owner if there were any? What is their relationship to you?

Are there any family members other than you who are involved in the business?

Are any of the family members on the board of directors or on the governance board?

Is the family business completely owned by your family? Or do you have other non-family members involved in the ownership of the firm?

Who has more influence on the business? (The family members, governance board, non-family owners)

What is the family business culture? And values? From your point of view who do you think have created it?

Describe you're feeling about working in a family business?

Have you ever thought about the future of the family business? What are your goals for the family business?

Note: (Culture) is the shared ethos of an organization. It's the way people feel about the work they do, the values they believe in, where they see the company going and what they're doing to get it there.

- **Family relationships**

Describe your relationship with your parent/owner.

How is your experience in working with your parent/ or a family member?

Did your relationship change after working in the company?

Are any of your siblings or other family members involved in the business?

As a family do you agree on the firm's goals, plans and policies? Have you ever disagreed about any of them?

How do you support each other's decisions as a family in the family business?

What is your plan for other generation transition?

- ***“Passion”*** to describe the intense motivation for activities that people love, value, and invest much time and energy in.

What activities do you enjoy in life?

Is your work in the business in harmony with those activities?

Can you tell me about your inspirations or motivations in life?

Do you have anything that you think you lack in life or not giving much attention because your work in the FB?

What new things have you discovered about yourself while being in the business? Do they allow you to appreciate it even more?

What qualities do you like about yourself? Does the business reflect those qualities?

Do you think you have lived a variety of experiences while being in the family business? How?

Tell me something you are genuinely passionate about. Explain why you're passionate about it?

Can you give examples of how you've pursued this passion?

Can you talk about one of the greatest experiences you've had in life? It could relate to the family business or not.

What difficulties have you experienced while working in the family business?

What do you feel if you missed a day at work? Or if you were not able to finish up a task?

What is your opinion about working hard?

Do you think hard work is related to accomplishments?

Do you think you are able to balance between work and personal life?

If you could, would you still work in the family business?

What are your feelings while waking up every morning and going to work?

Do you have an impression that the business controls you?

Do you ever feel that you could have worked harder and blame yourself for not?

[Interviewee's name] this has been fascinating to hear. These are all the questions I have for now. Is there anything else that you would like to share with me?

I assure you that all your answers will be handled confidentially and for academic purposes only.

Can I contact you in case I have future questions via e-mail or text message?

Thanks a lot for your time.

As a final reminder, all of your answers and documents will be kept confidential and secured in a locked computer folder. Thank you very much for your participation!

Goodbye.

Appendix 3: Interview Consent Form

Basma Abubakr Khoja

Email: bkhoja@wpi.edu

Phone: US : +1 (774)420-5715 / Saudi : +966 556669952

Hello [Interviewee's name]:

You are being requested to participate in a research study. Before you agree, however, you must be fully informed about the purpose of the study, the procedures to be followed, and any benefits, risks, or discomfort that you may experience as a result of your participation. This form presents information about the study to make a fully informed decision regarding your participation.

As a Ph.D. student doing research at WPI, I am researching various business topics like entrepreneurship, family business, and most recently, the family influence in the family firms. I invite you to participate in this informal conversation about your family's influence in the family business and entrepreneurial passion as part of this research project.

I will ask you some questions about if you have difficulties in controlling your urge to do your business activities? Is the business in harmony with other activities in your life? You can choose to answer or not or stop the conversation at any time. Everything you say will be kept confidential.

This conversation should take approximately 60-90 minutes to complete. Individual responses may be quoted at some point once this data is analyzed, but it will never be associated with any identifiable information such as your name or your company's name. However, it may be possible for your anonymity to be compromised based on the individuality/uniqueness of your response. I fully commit to keeping all answers confidential and only choosing to use a direct quote if necessary and after seeking your permission.

In the form of an informal conversation, the interview is entirely voluntary, and should any of the questions asked make you feel uncomfortable in any way, you can request to skip the said question or stop the interview entirely. The research results will be shared. These will help you understand how family's influence affect entrepreneurial passion in family firms.

This conversation will be recorded and stored as an MP3 audio file and a word document file on a computer secured by a password. The conversations will be accessed by the researcher, the research committee of the Ph.D. dissertation, the transcribers, and translators. However, you can be assured that these people will not use the information in any way. Records of your participation in this study will be held confidential so far as permitted by law. However, the study investigators, the sponsor, or its designee, and, under certain circumstances, the Worcester Polytechnic Institute Institutional Review Board (WPI IRB) will be able to inspect and have access to confidential data that identify you by name. Any publication or presentation of the data will not identify you.

For more information about this research or the rights of research participants, or in case of research-related injury, contact: Basma Abubakr Khoja, Email: bkhoja@wpi.edu, Tel. 774-

420-5715 Professor Rosanna Garcia, rgarciaphd@wpi.edu, the IRB Manager (Ruth McKeogh, Tel. 508 831- 6699, Email: irb@wpi.edu) and the Human Protection Administrator (Gabriel Johnson, Tel. 508-831-4989, Email: gjohnson@wpi.edu).

Your participation in this research is voluntary. Your refusal to participate will not result in any penalty to you or any loss of benefits to which you may otherwise be entitled. You may decide to stop participating in the research at any time without penalty or loss of other benefits.

You acknowledge that you have been informed about and consent to participate in the study described above by signing below. Make sure that your questions are answered to your satisfaction before signing. You are entitled to retain a copy of this consent agreement.

Study Participant Signature

Date: _____

Study Participant Name (Please print)

Basma Abubakr Khoja

Date: _____

Appendix 4: Background, qualifications, and the experience of the researcher

Basma Khoja is a Ph.D candidate who is focusing on family business and entrepreneurship studies. She has graduated from the University of South Florida in 2012 with a master's degree in Entrepreneurship. In addition, she has obtained her bachelor's degree from King Abdulaziz University in International Business Administration, located in Jeddah, Saudi Arabia. Before pursuing her degree she was on the board of Almashfa hospital, Jeddah,SA. She is also a faculty member at King Abdulaziz Universtity in the faculty of Economics and Administration.