

Adjustment Strategies and Business Success in Minority-Owned Family Firms

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With data from the 2003 and 2005 National Minority Business Owners Survey, we examined the extent to which minority business owners differ from nonminority business owners in their reported use of adjustment strategies, and the relationship between the use of adjustment strategies and perceived business success. The sample consisted of 193 African American, 200 Mexican American, 200 Korean American, and 210 white business owners. Mexican American and Korean American business owners reported higher levels of adjustment strategy use than African American and white business owners. The ordinary least squares show that reallocating family resources to meet business needs and reallocating business resources to meet family needs were negatively associated with perceived business success, whereas hiring paid help was positively associated with perceived business success.

Keywords: adjustment strategies; business success; ethnicity; minority-owned family firms; Sustainable Family Business Model

The number of minority-owned firms in the United States has grown significantly in the last decade. Data from the U.S. Census Bureau's 2007 Survey of Business Owners found that the number of African American-owned businesses increased by 61 percent between 2002 and 2007 (Minority Business Research Agency, 2013). During that same period, Hispanic-owned businesses increased nearly 44 percent and Asian-owned businesses increased 40 percent, while growth in the number of nonminority business grew by only 9 percent. This growth has led, not surprisingly, to an increasingly large body of knowledge that seeks to explain factors that influence success in minority-owned family firms. Thus far, literature pertaining to the success of minority-owned family businesses has addressed the frequent challenge of geographical (i.e., "spatial") barriers (Dayanim, 2011), the impact of entrepreneurship education (Hussain, Scott, & Matlay, 2010), minorities' ability to access financial capital (Mijid & Bernasek, 2013), the value of minority business networks (Blount, Smith, & Hill, 2013), and the use of succession planning (Perricone, Earle, & Taplin, 2001).

Minority-owned family firms often face a number of challenges that distinguish them from nonminority-owned family firms (Boissevain, et al., 1990; Danes, Lee, Stafford, & Zachary, 2008; Haynes, Onochie, & Lee, 2008; Shinnar, Cardon, Eisenman, Zuiker, & Lee, 2009). For example, many minorities who own their own businesses (especially those who migrated from another country or whose parents migrated from another country) have a native language other than English. Thus, their hiring pool, their interactions with financial institutions and potential clients, and many other aspects of the day-to-day functioning of the business might be more limited than otherwise. Minority business owners also frequently experience limited financial and human capital (Haynes et al., 2008). Because a large portion of minority-owned family businesses are relatively new, many minority owners have not been in existence long enough to build a source of financial capital sufficient to secure the business's long-term survival. Further, many minorities (especially ethnic minorities) come from locations where educational opportunities were not as abundant or effective as those experienced by most nonminorities. Because of these and other challenges, minority small business owners are frequently compelled to devise ways to balance the competing demands of work and family.

Minority family business owners might adopt adjustment strategies in ways that differ from their use among nonminority business owners (Purveyar, et al., 2008; Sharma, Chrisman, & Chua, 1997). Few studies address the interconnection between the family and business systems and the use of adjustment strategies, especially among minority-owned family businesses (Stafford & Tews, 2009). Further, the link between the use of adjustment strategies and family business success has also received little attention (Purveyar et al., 2008). To address the gap in the literature, the main purpose of this research was to explore ethnic differences in the use of adjustment strategies and the impact on business success across four ethnic groups. Specifically, the first objective was to examine the extent to which different classifi-

cations of minority business owners (e.g., Mexican American, Korean American, African American) vary in their use of adjustment strategies and whether these differ from nonminority business owners (i.e., white). The second objective was to examine the relationship between the use of adjustment strategies and the perceived success using data from the 2003 and 2005 National Minority Business Owners Surveys (NMBOS).

This research topic is important because the managerial adjustment strategies used by nonminority or white family firms to balance the demands of work and family have been linked to relevant business outcomes (Olson, et al., 2003). As minority-owned family businesses in the United States increase in number, understanding the interface between the family system and the business system also becomes increasingly important. This is especially true in the context of using adjustment strategies when the family or the business faces unexpected challenges in their management of financial resources, human resources, and recurring needs of time from business and family matters.

This study is guided by Sustainable Family Business (SFB) model. The SFB model stipulates that the long-term sustainability of a family firm is a function of both business and family functionality (Danes, 2013). SFB model focuses on the interplay between the family and business systems, allowing researchers to assess how *processes* that overlap between the systems predict their respective outcomes. As a means of maintaining a level of well-being for family firms, adjustment strategies are the *process* of interest in these analyses. Because SFB model suggests that the family and the business are interdependent on one another, it provides a fitting vantage point from which to pose our research questions. SFB model helps to explain how interpersonal and resource exchanges occur in minority as well as nonminority family firms. In this way, SFB model also helps to explain why some ethnicities might be more or less likely to incorporate specific strategies as they determine how to balance work and family demands. Thus, SFB model is useful in understanding how minority business owners can benefit from adjustment strategies during periods of competing family and business demands.

Policy makers would benefit to understand the nature of adjustment strategies of minority family business owners so that they can implement appropriate government programs and support systems. Business consultants and other professionals would also benefit from the findings of this research when they provide services and trainings to minority-owned family firms. Given the assumption that family-owned businesses under distress tend to fail

more frequently (Sharma et al., 1997; Shinnar et al., 2009), we can predict that the more adjustment strategies any particular minority business owners adopt and utilize more frequently, the less likely they will fail and the more likely minority business owners will succeed with better business outcomes.

Related Literature

Adjustment Strategies

Adjustment strategies are defined as instrumental behaviors through which resources such as time and money are reallocated to obtain the goods and services needed to maintain satisfactory levels of living under normal or unusual conditions; these strategies are typically repeated if they are successful (Winter & Morris, 1998). Once adjustment strategies have been deemed as useful or productive in helping to meet family and/or business needs and/or goals, they become patterned responses to cope with disruptions in family firms. When business owners are under pressure, the usual ways of running the business may not suffice, so they develop coping strategies to return to homeostasis, often by using resources from either the family or the business system (Paul, Winter, Miller, & Fitzgerald, 2003). These strategies are important to small family business owners to balance the complex demands of both work and family.

Adjustment strategies are a means of restoring or maintaining an acceptable level of well-being for family firms during *hectic times*—periods when increased demands on time and human resources in either the family or the business necessitate some type of adjustment from the normal or typical way of meeting family or business needs (Miller, Fitzgerald, Winter & Paul, 1999; Fitzgerald, Winter, Miller & Paul, 2001). Some adjustment strategies allow for more time or resource allocation from the family, whereas other strategies allow for more time or resource allocation from the business (Distelberg & Sorenson, 2009).

The adjustment strategies employed in this research were developed based on interviews of predominantly white female firm owners in the Midwestern part of the United States, and they have been tested using data from the National Family Business Survey (NFBS). The first panel of the NFBS incorporated a large nationally representative sample, but most respondents were either household or business managers from predominantly white family firms. Whether the strategies are applicable and appropriate for other groups of business owners, such as African American, Mexican American, or Korean American owners, has yet to be determined.

According to the SFB model, adjustment strategies are based on the idea that resources can be drawn from either the family or the firm to facilitate a higher level of functioning when the demands from either system are unusually high. In the present study, reallocation of business or family resources, incorporating additional resources in the family/business, and engaging in interpersonal transactions are assessed to see whether these adjustment strategies can facilitate or hinder the sustainability of family firms. Task accomplishment can be constrained if business-owning families lack critical resources, are unable to use existing resources, or are unable to conduct purposeful transactions, all of which may affect business success and consequent sustainability (Kim, Sharpe, & Kim, 2002).

The SFB model posits that systematic responses to competing work and family demands, such as those assessed in this study, create resilience capacity and help family-owned businesses remain “healthy” during such times (Danes, Zuiker, Kean, & Arbuthnot, 1999; Danes, Reuter, Kwon, & Doherty, 2002). As noted by Danes (2013), family business owners can change the *processes* that they use to deal with change (e.g., through the use of adjustment strategies) more easily than they can change other aspects of their family such as structures, roles, and rules; thus, a process-oriented theory is appropriate for this study.

Culture, Ethnicity, and Adjustment Strategy Use

Ethnic differences might be associated with differences in ways of responding to the increased or competing demands of business or family systems in family-owned firms. Ethnicity has been defined as a framework of identifying a group of people through the components of race, religion, and cultural history. A group’s ethnicity is often associated with a common ancestry, and it helps the group to develop a sense of collective identity through shared values and attitudes (McGoldrick & Troast, 1993). Such shared values might be associated with notable differences in the ways that certain minority groups run family businesses. Further, because culture and values are often transmitted through family relationships (Landau, 2007), family structure and relationships contribute in important ways to the understanding of management processes used in minority-owned small family businesses.

Ethnic differences are often manifested in culture. The literature distinguishes between collectivist and individualistic cultures. For example, while African American, Korean American, and Mexican American cultures largely value collectivism (e.g., shared values, commonness, and cooperation) (Sosik & Jung, 2002), white culture largely values individualism (e.g., individual differences, competition, less

cooperation) (Parks & Vu, 1994; Danes et al., 2008; Light & Rosenstein, 1995; Shinnar et al., 2009; Willis, 2004). The sense of community is important for all three of these minority groups (Hines & Boyd-Franklin, 2005; Keefe, Padilla, & Carlos, 1979; Shinnar et al., 2009; Kim & Ryu, 2005; Haynes et al., 2008).

Such differences between collectivistic and individualistic cultures could be associated with differences in the use of adjustment strategies among family business owners. For example, family business owners from collectivistic cultures might be more inclined to seek and obtain outside volunteer help from the community during periods when household and business needs compete with each other. Further, because cultural collectivism and individualism characterize relationships of families within their respective cultures, families within collectivistic cultures might have a greater tendency to create blurred boundaries between family and business management.

Other than cultural differences (e.g., family-orientation and community-orientation), forces that affect the adoption of various adjustment strategies may include a history of discrimination (particularly for African Americans), social and career risks (indigenous white and black firm owners may feel higher social and career risks than those of Korean and Mexican counterparts), and differences in ethnic resources (Asian business owners may benefit from rotating credit associations) (Danes et al., 2008; Haynes et al., 2008). In conjunction with these differences across ethnic groups, we expect that the four groups investigated in this study will demonstrate significant differences in their strategies of coping with competing demands between the family system and the business system. Specifically, we expect that minority family business owners will use adjustment strategies more frequently than nonminority family business owners.

Owner and Firm Characteristics, Adjustment Strategies, and Business Success

Previous studies have indicated that firm and owner characteristics influence the use of adjustment strategies in family-owned businesses. For example, Miller et al. (1999) found that in nonminority families, the business often took precedence over family (i.e., family adjustments to fulfill business needs occurred more frequently than business adjustments to meet family needs). In addition to ethnicity, gender is an important characteristic that has been investigated in relation to adjustment strategy use (Fitzgerald et al., 2001). In family-business systems, work–family balance for women is more complex than for men (Lee, Danes, & Shelley, 2006). For example, women experience tradeoffs between work and family more

frequently than men (Friedman & Greenhaus, 2000). According to another study (Brink & de la Rey, 2001), successful South African business-owning women used coping strategies to deal with work and family interaction strain.

Education level, age of the business owner, and size of the business are also important predictors of the use of adjustment strategies. For example, Fitzgerald et al. (2001) suggested that older business owners with higher levels of education were more likely to use volunteer help to run the business than were younger owners or those with less education. Business owners with more employees were also more likely to hire outside workers when needed, perhaps because such larger businesses had hiring mechanisms and revenue necessary to do so (Fitzgerald et al., 2001). Paul et al. (2003) also noted that owners of businesses with more employees were more likely to use the adjustment strategies of reallocating business resources, reallocating family resources, and hiring outside help than those with fewer employees.

Social capital often serves as an important resource for minority family businesses and is a notable predictor of both adjustment strategy use and family business success. For example, family and kin networks often help to fund start-up businesses for Korean immigrants (Min, 1988). Korean American family business owners also frequently tap into social capital by using family labor (Min, 1988; Yoon, 1991). The extent to which minority family business owners and nonminority family business owners differ in levels of social capital (e.g., according to reports of perceived community support) might be associated with corresponding differences in adjustment strategy use and business success.

Family business success has been defined in terms of sustainability, productivity, and long-term survival (Danes et al., 2002; Danes et al., 1999; Lee, Jasper, & Fitzgerald, 2010). To operationalize the construct, researchers have used outcome measures such as financial indicators (e.g., sales, profit, growth), subjective assessments of success, and long-term survival rates (Cliff, 1997; Kalleberg & Leicht, 1991; Siegel, Siegel & Macmillan, 1993). Adjustment strategies could play a major role in determining business success according to these indicators. For example, Aronoff (2004) noted that multigenerational survival and success of family-owned business required a self-sustaining and self-regulating approach (i.e., through the use of managerial adjustment strategies).

Certain adjustment strategies have also been linked to business outcomes. Reallocating time, such as by getting less sleep or hiring temporary help during hectic periods, was associated with increased business revenue, an objective measure of business

success (Olson et al., 2003). Similarly, perceived business success, a subjective outcome, was higher, on average, for business owners who slept less and hired temporary help during hectic times. Hiring temporary help was positively associated with increased gross business revenue and family business income. In addition, Olson et al. (2003) documented that adjustment strategy use in response to disruption explained more of the variance in business success in white-owned businesses than did family resources, constraints, and processes.

Niehm and Miller (2006) observed that small business owners for whom competing demands between work and family were particularly difficult to meet, and business owners who did not experience this degree of strain in work–family balance differed significantly in average reports of perceived business success. To manage these competing demands, business owners could benefit by using certain adjustment strategies to facilitate the process of achieving and maintaining business success (Niehm, Miller, & Fitzgerald, 2005). Niehm, Miller, Shelley, and Fitzgerald (2009) have investigated this relationship between adjustment strategy use and business success. They examined differences in adjustment strategy use between surviving and nonsurviving family businesses and found that owners of surviving family businesses brought family responsibilities to the workplace during busy times, whereas owners of nonsurviving business brought business tasks home in order to handle stressful times (Niehm et al., 2009).

Business characteristics such as business type and business size, and business owner characteristics such as gender, human capital, and social capital may be important variables to measure as predictors of business success. For example, previous literature has indicated that work experience and education level predict business success (Brüderl, Preisendörfer, & Ziegler, 1992; Fairlie & Robb, 2007). In addition, in an investigation of the association of gender with business success, Lee et al. (2010) found that female business owners perceived greater levels of success than male business owners. Previous findings have also indicated that the level of satisfaction with community support increased with the level of perceived business success among family business owners (Kilkenny, Nalbarte, & Besser, 1999).

Conceptual Framework and Hypothesis Development

Sustainable Family Business Model

The current study uses the Sustainable Family Business model to ascertain how family and business sys-

tems respond to disruptions in regular patterns by exchanging resources across systems (Olson et al., 2003; Winter & Morris, 1998). A focus of the Sustainable Family Business model is the processes that family members use to exchange resources between the family and the business. Families and firms function interdependently to deal with demands or disruptions in either system. Reallocating family resources to the firm, or vice versa, was related to a significant increase in role interference or difficulty in dealing with competing demands from the business and the family for business owners (Jang & Danes, 2013).

The SFB model shows that the sustainability of a family business is a function of both business success and family functionality, including during times of disruption (Stafford, Duncan, Danes & Winter, 1999). When disruption occurs, either inside or outside the system of family and business, a reevaluation of resources of the family business must take place (Danes et al., 2002; Stewart & Danes, 2001). Using this framework, the present study attempted to predict whether adjustment strategies such as reallocation of resources, incorporating additional resources, or interpersonal transactions can facilitate or hinder the sustainability of family-owned businesses. These kinds of systematic responses create a capacity of resilience in the face of disruptions and help minority-owned family business sustain both the family and business over time (Danes et al., 1999; Danes et al., 2002).

Danes et al. (2008) elaborated on how the SFB model accommodates ethnic family firms within their cultural context and discussed at length three ethnic groups—African Americans, Mexican Americans, and Korean Americans. Similarity in culture among African American, Mexican American, and Korean American business owners could be the “we” (collective) orientation. Having a higher value on “harmony” in the community could allow African American, Mexican American, and Korean American firm owners to adopt adjustment strategies in hectic times, while reallocating or intertwining family and business resources from the two competing systems.

The selection of independent and dependent variables in the current study was based on the SFB model. Namely, business characteristics and business-owner characteristics are treated as control variables, first to predict levels of adjustment strategy use, and second, to predict levels of perceived business success. We selected business characteristics and business-owner characteristics to perform these functions to conform to the SFB model, which suggests that these characteristics comprise “available re-

sources and constraints” in the family and in the business. Adjustment strategy use ratings were treated first as a dependent variable in relation to business and owner characteristics described above. Then, adjustment strategy indices were treated as independent variables in accordance with SFB model, which suggests that the most significant overlap between the family and the business is reflected in business owners’ responses (i.e., adjustment strategies) to disruptions in family and business transactions.

Hypotheses

Based on this SFB model and other supporting literature highlighting the role of business and business-owner characteristics, culture, and adjustment strategy use in promoting business success, we propose two hypotheses.

Hypothesis 1: After controlling for relevant business and business-owner characteristics, minority family business owners (specifically, African American, Korean American, and Mexican American) will more likely use adjustment strategies than nonminority white business owners.

Hypothesis 2: After controlling for relevant business and business-owner characteristics (e.g., age of owner, education, age of business, and business size), the use of adjustment strategies will be significantly associated with perceived success across four ethnic business owners.

Methods

Data and Sample

This study employed data from the 2003 and 2005 NMBOS. The survey instrument utilized for this study was adapted from a survey instrument developed by the Family Business Research Group: NE-167 Cooperative Regional Research Technical Committee (Winter, Fitzgerald, Heck, Haynes, & Danes, 1998), a consortium of 17 colleges and universities in the United States and Canada. The NMBOS were conducted by the Lawrence N. Field Center for Entrepreneurship at Baruch College between 2001 and 2005. The NMBOS questions included four ethnic groups—African Americans, Mexican Americans, Korean Americans, and whites who ran small family firms.

Selection of the four groups can be explained by the fact that the two waves of data collection were implemented as a part of larger project encompassing additional minority populations. To cover the wide range of representative minority samples, the research team initially focused on at least one Asian,

one Hispanic, and African American sample. After considering the prevalence of family business ownership among various minority groups, Korean American and Mexican American family samples were selected. More details of sampling and data collection strategies are outlined in Puryear et al. (2008). Telephone interviews were conducted in the owners' native language for Mexicans and Koreans. Therefore, the survey instrument had to be translated into Spanish and Korean.

The total sample included 803 small family firms and the subsamples consisted of 193 African Americans, 200 Korean Americans, and 200 Mexican Americans, and 210 whites. There were significant mean differences in business size, age of the business, education, work experience, business needs first, satisfaction with community support, adjustment strategy index, and business success among four ethnic groups. Owners in the white-owned firms were relatively older than owners in the other three minority-owned firms. The average level of formal education was highest for Korean American business owners, and lowest for the Mexican American business owners. However, the average level of work experience was lowest for the Korean American owners and highest for white owners.

Mexican- and Korean-owned firms were relatively larger than black-owned and white-owned firms. Also, more Mexican- and Korean-owned firms were recently formed than African American-owned and white-owned firms. White-owned, African American-owned, and Mexican American-owned firms were more likely to be established, while Korean-owned firms were more likely to be purchased. Among the four groups, both African American-owned and white-owned firms were more likely to be managed by men, but Korean and Mexican-owned firms were more likely to be operated by women. Total adjustment strategy use was highest at 38 for Mexican owners and lowest at about 23 for both African American and white owners. The average level of perceived business success was higher for Mexican American and white owners than for Korean American and African American business owners. Sample characteristics of four ethnic groups are presented in Table 1.

Dependent Variables

Adjustment Strategy Indices. The NFBS was the first large-scale attempt at capturing the overlap of business and family resources in family-owned businesses (Haynes, Walker, Rowe, & Hong, 1999; Heck,

Jasper, Stafford, Winter, & Owen, 2000; Winter & Morris, 1998). The NFBS measured respondents' use of 14 different adjustment strategies. Later, the 2003–2005 NMBOS included these same 14 items to measure the use of adjustment strategies across four ethnic groups. In both of these surveys, respondents indicated, on a scale of 1 to 5, whether the designated adjustment strategy was used *never*, *seldom*, *sometimes*, *often*, and *always*.

Fitzgerald et al. (2001) used confirmatory factor analysis to determine the factorability of these 14 items. In their analyses, a five-factor structure emerged, producing the following categories of adjustment strategies: *reallocation of family resources*, *reallocation of business resources*, *intertwining of tasks*, *using volunteer help*, and *hiring paid help*. One of the original 14 items (“You temporarily shift some of your business work to others so you can spend more time with your family”) loaded onto two of the five adjustment strategy factors, making it conceptually inconsistent, and it was eliminated from the measure (Fitzgerald et al., 2001). For the remaining 13 items, responses from each category were summed to form five indices of adjustment strategy use. These five indices are included as continuous dependent variables in multivariate analyses to measure ethnic differences in the use and types of adjustment strategies. The overall level of adjustment strategy use was calculated by summing the five adjustment strategy scores (adjustment strategy index, ranged from 13 to 65).

Perceived Success. To test the relationship between the frequency (usage) of adjustment strategy and business outcome, perceived success was included as a dependent variable in the empirical analyses. In the 2003–2005 NMBOS, business success was measured by the business owners' ratings of how successful their businesses have been to date. Response options to perceived success were on a scale of 1 to 5, where 1 indicated “very unsuccessful” and 5 as “very successful.” The average level of perceived success was also highest 4.0 (ranged from 1 to 5) for the Mexican American business owners, while the levels were lower at 3.5 for both the Korean American and African American business owners.

Table 1. Sample Characteristics of Four Ethnic Family Business Owners (N=803)

	African American Owners (n=193)	Mexican American Owners (n=200)	Korean American Owners (n=200)	White Owners (n=210)
	Mean(SD)	Mean(SD)	Mean(SD)	Mean(SD)
Firm characteristics				
Business size	2.8 (3.6)	5.6 (10.5)	4.1 (39.4)	2.9 (6.4)
Business age	1989 (19.7)	1992 (11.7)	1994 (10.7)	1984 (14.8)
Business type				
Established	78.8%	75.5%	41.5%	82.4%
Purchased/Inherited	21.2%	24.5%	58.5%	17.6%
Owner characteristics				
Gender				
Female owners	36.8%	47.5%	46.5%	38.6%
Male owners	63.2%	52.5%	53.5%	61.4%
Age of owners	50 (13.8)	47 (11.8)	51 (10.4)	55 (13.8)
Education of owners	15.9 (10.8)	14.3 (9.0)	17.2 (14.6)	16.5 (11.8)
Work experience	12.4 (13.3)	13.2 (11.8)	10.2 (9.3)	17.9 (15.1)
Business needs come first perspective	2.2 (1.3)	2.1 (1.3)	1.9 (1.2)	2.5 (1.3)
Satisfaction with community support	3.2 (1.3)	3.7 (1.3)	2.9 (1.3)	3.8 (1.3)
Dependent variables				
Adjustment strategy index ^a (13-65)	22.4 (6.5)	31.8 (11.1)	28.5 (9.7)	22.8 (6.2)
Perceived success (1-5)	3.5 (1.0)	4.0 (0.9)	3.5 (1.0)	3.8 (0.9)

Note: ^aSum of 13 adjustment strategy questions.

Independent Variables

To measure to what extent and what types of adjustment strategies minority family business owners adopted as compared to nonminority family business owners, ethnicity [African American, Mexican American, Korean American, and white business owners (reference group)] was included in the analyses. In addition, as controlling factors, owner and firm characteristics included gender [female, male (reference group)], age, education, work experience, business-first perspective, and owners' satisfaction level with community support, business size, and established business type. Age (in years), formal education attainment (in years), work experience (in years), busi-

ness first perspective (1-5 scale; 1=family needs come first, 5=business needs come first), and satisfaction level with community support (1-5 scale; 1=very dissatisfied, 5=very satisfied) were included as continuous variables in empirical models. Work experience was calculated by age minus the length of business operation and was included as a continuous variable. Business size and business age were included as continuous variables in the regression models, whereas business type was a categorical variable [established business type, inherited/purchased business type (reference group)].

Statistical Analyses

Frequencies, means, and standard deviations of business and business-owner data were performed (Table 1). It was determined through correlation analysis that multicollinearity was not a problem (Appendix 1). The organization of these resulting 13 items into their corresponding factors, and the reliability estimates (Cronbach's alphas) of the five categories of adjustment strategies are reported (Table 2). To profile rates and types of adjustment strategy use among four ethnic groups of family business owners, F-tests were conducted (Table 3). Ordinary Least Squares (OLS) regression analyses were performed to analyze factors associated with types of adjustment strategy use (Table 4) and association between the use of adjustment strategies and business success among minority family business owners (Table 5).

Results

The Five Types of Adjustment Strategies

Table 2 presents descriptive information on the use of adjustment strategies in the total sample. Cronbach's alphas for the five adjustment strategy indices were .80 (reallocation of family resources), .83 (reallocation of business resource), .79 (intertwining both business and family tasks), .82 (using volunteer help), and .82 (hiring paid help). Cronbach's alpha for the total adjustment strategies index score was .71. Thus, both the total adjustment strategies index and the adjustment strategy subscales demonstrate adequate interitem consistency.

Table 2 shows that 89.8 percent of small business owners in the sample utilized any of the thirteen adjustment strategies. An analysis of the five adjustment strategies indicates that 36.2 percent of the sample owners shifted some household responsibilities among family members in order to spend more time at the workplace. Further, family firm owners reallocated business resources by either skipping routine business demands (31.5%) or getting less sleep (31.6%) to spend more time with their family. A relatively higher portion (42.1%) of the sample owners indicated that they completed family responsibilities at the workplace, such as paying household bills, making appointments, etc. Table 2 also shows that 30.9 percent of family firm owners used unpaid volunteers in the business (e.g., asking for help from family members, other relatives, or friends), and 30.1 percent hired temporary paid help for either business or home.

A Comparison of Rates and Types of Adjustment Strategy Use among Four Ethnic Groups

Table 3 presents descriptive statistics on rates of adjustment strategy use among the four ethnic groups. Overall, mean usage levels for all five types of adjustment strategies were statistically different among the four ethnic groups. Specifically, mean level of reallocating family resources was higher for Mexican American business owners (7.4) than Korean American (6.9), white (5.4), and African American (5.2) business owners ($F = 17.74, p < .001$). Mexican American business owners also had a higher average level (5.2) of reallocating business resources than the other three groups (Korean Americans, 4.6; African Americans, 3.0; and whites, 3.0; $F = 42.0, p < .001$).

Table 3 shows that, like the other adjustment categories, Mexican American owners used intertwining tasks more frequently than the other three groups. For example, the mean levels of intertwining tasks were Mexican American (10.4), Korean American (8.7), white (7.9), and African American (7.6) business owners ($F = 72.13, p < .001$). On the other hand, the mean level for using volunteer help was highest for Korean American (4.1) than Mexican American (4.0), African American (3.3), and white (3.1) business owners ($F = 73.68, p < .001$). Lastly, with respect to hiring paid help, the mean level was highest for Mexican American business owners (4.8) than the other three groups (Korean Americans, 4.2; African Americans, 3.3; and whites, 3.3; $F = 26.35, p < .001$).

OLS Results of Adjustment Strategies Use

To test whether minority family business owners (African Americans, Mexican Americans, and Korean Americans) are more likely to adopt adjustment strategies than nonminority white business owners (Hypothesis 1), we investigated the effect of ethnicity on the use of adjustment strategies ($N=803$). Table 4 shows the OLS results for five adjustment strategy indices (i.e., reallocation of family resources, reallocation of business resources, intertwining tasks, using volunteer help, and hiring paid help). The OLS results indicate that, all else being equal, as compared to white business owners, Mexican American business owners more frequently used reallocation of family resources ($b = 1.80, p < .001$), reallocation of business resources ($b = 2.19, p < .001$), intertwining tasks ($b = 2.28, p < .001$), volunteer help ($b = .91, p < .001$), and paid help ($b = 1.52, p < .001$). Similarly, the OLS results show that, all else being equal, Korean American business owners more frequently used reallocation of family resources ($b =$

Table 2. Five Types of Adjustment Strategies Adopted by Family Business Owners (N=803)

	Min–Max	Mean (<i>SD</i>)	%
Reallocation of family resources ^a : <i>Cronbach's alpha</i> = 0.80			
1) Family members put off or skip routine household task to do business work. (qh8b)	1–5	2.1 (1.5)	35.6%
2) Family members get less sleep because they spend more time in the business. (qh8c)	1–5	1.9 (1.4)	27.9%
3) Some household responsibilities are temporarily shifted among family members so more time can be spent in the business. (qh8f)	1–5	2.1 (1.5)	36.2%
Reallocation of business resources : <i>Cronbach's alpha</i> = 0.83			
4) Firm owners defer or skip routine business demands (e.g., record keeping or file management) to spend more time with family. (qb49b)	1–5	2.0 (1.3)	31.5%
5) Firm owners get less sleep to spend more time with family. (qb49c)	1–5	2.0 (1.3)	31.6%
Intertwining tasks : <i>Cronbach's alpha</i> = 0.79			
6) Family work usually completed at home is done at firm (e.g., pay bills, make appointments, etc.) (qh8d)	1–5	2.4 (1.7)	42.1%
7) Family members working in the business do more business tasks at home. (qh8e)	1–5	2.0 (1.5)	29.9%
8) You do more business tasks at home. (qb49d)	1–5	2.1 (1.4)	33.5%
9) You take care of family responsibilities at work more often. (qb49e)	1–5	2.1 (1.4)	34.6%
Using volunteer help : <i>Cronbach's alpha</i> = 0.82			
10) Family members, other relatives, or friends who usually do not work in the business help out in the business without pay. (qh8a)	1–5	2.0 (1.5)	30.9%
11) Family members, other relatives, or friends help with the business without pay so you can spend more time with family. (qb49a)	1–5	1.6 (1.1)	17.4%
Hiring temporary paid help : <i>Cronbach's alpha</i> = 0.82			
12) You hire (paid) temporary help for either business or home. (qh8g)	1–5	2.0 (1.4)	30.1%
13) You hire (paid) temporary help for either home or business. (qb49g)	1–5	1.9 (1.3)	27.9%
Adjustment Strategy Indices : <i>Cronbach's alpha</i> = 0.71	13–65	26.4 (9.5)	89.8%
Sum of all thirteen items			

Note: ^aHousehold managers were asked to indicate “when things are particularly busy in the business, does this happen never, seldom, sometimes, often, or always?” Business managers were asked similar questions on the demands from family. Fitzgerald et al. (2001) carried out a confirmatory factor analysis on the items, which resulted in the five-factor structure used in this study. One of the initial 14 items (“You temporarily shift some of your business work to others so you can spend more time with your family”) was eliminated from analyses because it loaded onto multiple factors.

1.34, $p < .001$), reallocation of business resources ($b = 1.81$, $p < .001$), intertwining tasks ($b = .96$, $p < .01$), volunteer help ($b = .88$, $p < .001$), and paid help ($b = .93$, $p < .001$) than white business owners. However, there was no significant difference in the use of five types of adjustment strategies between African American and white business owners. Thus, Hypothesis 1 is partially supported.

Table 4 also reveals significant factors that were associated with the five adjustment strategy indices.

The OLS results show that, all else being equal, gender, age, formal education, work experience, putting business needs first, perceived community support, business size, and having started the business were significant predictors of the use of any of the five adjustment strategies. However, significant effects vary among the five regression models. For example, coefficients associated with females were statistically significant for four models—reallocating family resources, reallocating business resources, intertwining tasks, and using volunteer help. The findings suggest

Table 3. Rates and Types of Adjustment Strategy Use among Four Ethnic Groups of Family Business Owners (N=803)

5 Adjustment Strategy Indices	African American Owners (n=193) Mean (SD)	Mexican American Owners (n=200) Mean (SD)	Korean American Owners (n=200) Mean (SD)	White Owners (n=210) Mean (SD)	Test Statistics
Reallocating family resources (3–15)	5.2 (3.4)	7.4 (3.9)	6.9 (3.5)	5.4 (3.7)	F=17.74***
Reallocating business resources (2–10)	3.0 (1.8)	5.2 (2.5)	4.6 (2.2)	3.0 (1.7)	F=42.0***
Intertwining tasks (4–20)	7.6 (2.8)	10.4 (4.2)	8.7 (3.3)	7.9 (2.6)	F=72.13***
Using volunteer help (2–10)	3.3 (1.5)	4.0 (2.5)	4.1 (2.4)	3.1 (1.4)	F=73.68***
Hiring paid help (2–10)	3.3 (1.4)	4.8 (2.7)	4.2 (2.3)	3.3 (3.4)	F=26.35***

+*p* < .10, **p* < .05, ***p* < .01, ****p* < .001.

Table 4. OLS Results: Associations with the Use of Five Types of Adjustment Strategies (N=803)

	Reallocating Family Resources <i>b</i> (SE)	Reallocating Business Resources <i>b</i> (SE)	Intertwining Both Tasks <i>b</i> (SE)	Using Volunteer Help <i>b</i> (SE)	Hiring Paid Help <i>b</i> (SE)
Ethnicity					
African American	-0.30(0.37)	-0.08(0.22)	-0.14(0.34)	0.28(0.21)	-0.05(0.21)
Mexican American	1.80(0.38)***	2.19(0.23)***	2.28(0.36)***	0.91(0.22)***	1.52(0.22)***
Korean American	1.34(0.41)***	1.81(0.24)***	0.96(0.38)**	0.88(0.23)***	0.93(0.24)***
(White)					
Owner/Firm Characteristics					
Gender					
Female	1.87(0.27)***	-0.41 (0.16)**	1.33 (0.25)***	0.72(0.15)***	0.029(0.15)
(Male)					
Age	-0.022 (0.01) +	-0.02 (0.01)**	-0.019 (0.01)	-0.003 (0.01)	-0.01 (0.01)
Formal education	-0.006 (0.01)	-0.0004 (0.01)	0.018 (0.01)	0.004 (0.01)	-0.01 (0.01)
Work experience	0.014 (0.02)	0.007 (0.01)	0.03 (0.02)*	-0.002 (0.01)	0.005 (0.01)
Business need first	0.37 (0.10)***	-0.02 (0.06)	0.31 (0.09)***	-0.03 (0.06)	0.039 (0.06)
Community support	-0.09 (0.10)	-0.12 (0.06)*	0.006 (0.09)	0.001 (0.06)	-0.087 (0.06)
Business size	-0.009 (0.02)	0.009 (0.01)	0.019 (0.01)	-0.004 (0.01)	-0.015 (0.01) +
Business age	0.008 (0.01)	-0.002 (0.01)	0.009 (0.01)	-5.5E-4 (0.01)	-0.006 (0.01)
Started business	-0.028 (0.31)	0.467 (0.18)**	0.013 (0.29)	0.157 (0.18)	0.076 (0.18)
Intercept	-10.72 (24.17)	8.31 (14.19)	-11.5 (22.39)	1.79 (13.76)	16.18 (14.05)
F-value	10.33***	16.82***	10.12***	4.83***	6.79***
Adj R-Square	0.14	0.21	0.13	0.06	0.09

+*p* < .10, **p* < .05, ***p* < .01, ****p* < .001.

Note: () represents reference group in multivariable analyses.

that female business owners more frequently used reallocation of family resources ($b = 1.87, p < .001$) compared to male business owners, whereas female business owners less frequently used reallocation of business resources for family needs ($b = -.41, p < .01$) compared to male business owners. In addition, female business owners were more likely to use intertwining household and business tasks ($b = 1.33, p < .001$) as well as volunteer help ($b = .72, p < .001$) than male business owners.

Age was significantly associated with two adjustment strategy indices. That is, owner age ($b = -.022, p < .10; b = -.020, p < .01$, respectively) was negatively associated with ratings of the use of family resources reallocation and business resources reallocation, suggesting that not only were older business owners less frequently to use reallocation of business resources to spend more time with family, but they were also less frequently to use reallocation of family resources to spend more time at work. This implies that older business owners tended to separate work and family responsibilities. Table 3 reveals that work experience ($b = .03, p < .05$) was positively associated with intertwining tasks at home or work in hectic times. The findings suggest that those with higher levels of work experience more frequently intertwined the household and business tasks so that needs in both systems could be met.

Community support was included in the empirical models. However, the findings indicate that higher levels of satisfaction with community support ($b = -.12, p < .05$) were negatively associated with the reallocation of business resources to spend more time with family. Further, believing business needs come first ($b = .37, p < .001; b = .31, p < .001$, respectively) was positively associated with reallocation of family resources and intertwining tasks. For example, when owners placed business needs above family needs, they more frequently used reallocation of family resources to spend more time at work and intertwined both tasks during hectic times. Business size and whether the owner started the business were also included in the empirical models. Table 4 indicates that number of employees ($b = -.015, p < .10$) was negatively associated with ratings of hiring paid help in hectic times. On the other hand, when business owners established the business themselves ($b = .467, p < .01$), reallocating business resources was more common than for owners who purchased or inherited their firms.

OLS Results of Perceived Success

To test association between the use of adjustment strategies and perceived success (Hypothesis 2), we investigated the effect of adjustment strategy use on

perceived success separately for the four ethnic groups. Table 5 presents the OLS results of perceived success, indicating that out of the five strategy indices, two strategies (i.e., reallocating business resources and hiring paid help) were significant factors associated with the levels of perceived success. For example, more frequent use of reallocating business resources ($b = -.099, p < .05$) was associated with lower perceived success among white business owners. On the other hand, the OLS results indicate that using paid help ($b = .104, p < .05; b = .102, p < .01$, respectively) was positively associated with perceived success for both African American and Korean American business owners. Thus, Hypothesis 2 is partially supported.

Table 5 provides information on other factors associated with perceived success. It shows that, all else being equal, work experience, community support, business size, business age, and having started the business were significant predictors of perceived success. For example, work experience ($b = .015, p < .10$) was positively associated with perceived business success among African American business owners. Satisfaction with community support was a statistically significant predictor of perceived business success for all four groups ($b = .26, p < .001; b = .13, p < .05; b = .18, p < .001; b = .12, p < .05$, respectively), indicating that as the levels of satisfaction with community support increased, the levels of perceived success increased. These results imply that community support could play an important role in determining business success for both minority and nonminority business owners.

Table 5 shows that business size, business age, and having established business were significantly associated with levels of perceived success. In particular, the OLS results indicate that as the number of the employees increased, the level of perceived success increased among Mexican American, Korean American, and white business owners ($b = .011, p < .10; b = .015, p < .05; b = .026, p < .05$, respectively). The effect of business age was significant only for the Korean-owned firms, indicating that Korean American business owners with old firms ($b = -.015, p < .05$) were less likely to perceive their businesses as successful firms than Koreans with relatively new firms. Lastly, the effect of business type was not significant for minority-owned family firms; however, it was significant for white-owned firms. The findings suggest that white business owners who had established firms ($b = .386, p < .05$) were more likely to view their businesses as successful firms than white business owners who had inherited or purchased their firms.

Table 5. OLS Results: Use of Adjustment Strategies and Associations with Perceived Success Adjustment Strategies and Associations with Perceived Success (N = 803)

	African American Owners (n=193)	Mexican American Owners (n=200)	Korean American Owners (n=200)	White Owners (n=210)
	<i>b</i> (SE)	<i>b</i> (SE)	<i>b</i> (SE)	<i>b</i> (SE)
Types of Adjustment Strategies				
Reallocating family resources	-0.021 (0.029)	0.024 (0.023)	-0.046 (0.028)	-0.013 (0.026)
Reallocating business resources	-0.075 (0.049)	-0.038 (0.035)	-0.041 (0.038)	-0.099* (0.051)
Intertwining both tasks	-0.016 (0.031)	-0.021 (0.022)	0.029 (0.028)	0.008 (0.031)
Using volunteer help	-0.078 (0.050)	-0.032 (0.031)	0.016 (0.040)	-0.040 (0.055)
Hiring paid help	0.104* (0.053)	0.011 (0.029)	0.102** (0.039)	0.028 (0.049)
Owner/Firm Characteristics				
Female owners	0.105 (0.169)	0.083 (0.145)	-0.082 (0.150)	0.153 (0.157)
Age of owners	-0.007 (0.007)	0.001 (0.008)	0.002 (0.009)	-0.001 (0.007)
Education of owners	-0.010 (0.008)	-0.007 (0.008)	9.8E-4 (0.006)	0.005 (0.007)
Work experience	0.015 + (0.008)	0.010 (0.009)	-1.5E-5 (0.011)	-0.002 (0.009)
Business needs first perspective	-0.027 (0.056)	0.072 (0.054)	0.032 (0.064)	0.005 (0.056)
Community support	0.256*** (0.056)	0.130 * (0.054)	0.176*** (0.059)	0.119* (0.054)
Business size	0.031 (0.020)	0.011 + (0.007)	0.015* (0.007)	0.026* (0.011)
Age of business	0.002 (0.005)	3.0E-4 (0.008)	-0.015* (0.008)	-0.010 (0.009)
Started business	0.207 (0.180)	-0.203 (0.177)	0.081 (0.157)	0.386 * (0.185)
Intercept	-1.109 (10.04)	3.015* (16.09)	32.44 (15.18)	23.41 (17.77)
F-value	3.10***	2.08**	2.44***	1.79*
Adj R-Square	0.14	0.08	0.11	0.06

+*p* < .10, **p* < .05, ***p* < .01, ****p* < .001.

Note: () represents reference group in multivariable analyses.

Discussion and Implication of Results

Minority-owned family firms are becoming an important component of the small-business community throughout the United States (Fairlie, 2006; Lowrey, 2007). A better understanding of the use of adjustment strate-

gies can provide important insights into the strategies used by various business owners and how they contribute to business success. Using data from the 2003 and 2005 NMBOS, this study examined the use of adjustment strategies by minority family business

owners. This study further examined the association between the use of adjustment strategies and perceptions of business success among minority-owned family firms. The descriptive results for adjustment strategies indicate that 89.8 percent of the family business owners sample used one or more of the five types of adjustment strategies. The evidence also indicates that Mexican American and Korean American business owners used adjustment strategies more frequently than African American and white business owners. Furthermore, significant differences across the four ethnic groups were present in mean usage levels for all five types of adjustment strategies. In addition, intertwining tasks was the most frequently used of the strategies, suggesting that regardless of their ethnicity, business owners adopted this strategy more often than the other four (i.e., reallocating family resources, reallocating business resources, using volunteers, or hiring paid help). Mexican and Korean American business owners tended to utilize a variety of adjustment strategies when facing challenges in their family firms, and both groups were more likely to hire temporary help than African American and white business owners.

It is apparent that there were different ways to adopt adjustment strategies during hectic times among the four ethnic groups. Differences in culture among ethnic business owners could be associated with different types of adjustment strategy use. For example, African American, Korean American, and Mexican American cultures, which largely value collectivism, showed a greater frequency of use of adjustment strategies during hectic times. Collectivism could lead to increased use of adjustment strategies to balance the demands of work and family. In particular, Korean American and Mexican American owners heavily relied on using volunteer help of family members. However, there was no difference in use of adjustment strategies between African American and white business owners. Thus, Hypothesis 1 was only partially supported. In addition, the multivariate results also show that all else being equal, three strategies (e.g. reallocation family business, reallocating business resources, and hiring paid help) were significantly linked to perceived success. Thus, the findings partially support Hypothesis 2. This can be explained by the fact that owners might have taken the occasion of pulling family resources out of the business system as a sign of lower perceived success while hiring paid workers might be considered a better way of dealing with the challenges on hand.

We conclude that owner ethnicity significantly predicted overall use of adjustment strategies. Korean American business owners were more likely to

reallocate family resources than white business owners. Also, Mexican American business owners were more likely to intertwine tasks between business and family systems than white business owners. The findings imply that business consultants need to understand potential cultural differences in the use of adjustment strategies when working with ethnic minorities and apply this knowledge in their practice. These findings can also inform small family business owners of the options available for them to utilize as adjustment strategies and the modality of those effective strategies adopted by their ethnic group members as benchmarking points.

A link exists between the use of adjustment strategies and perceived success among minority family business owners. However, only three (reallocation of family resources, reallocation of business resources, and hiring paid help) of the five types of adjustment strategies were associated with the perception of business success, and the direction of these associations was inconsistent. Reallocation of family resources and reallocation of business resources were negatively associated with perceived success. In particular, when Korean American business owners more frequently used reallocation of family resources, they had lower levels of perceived success. On the other hand, when African American and Korean American business owners reported more frequent use of hiring paid help during hectic times, these business owners also viewed their business as more successful, on average. Both business consultants and owners should seek to understand cultural differences in the use of adjustment strategies and associations with perceived success among minority business owners. Since few studies address these cultural differences and the association of adjustment strategies with perceived success in minority-owned family businesses, these findings fill a notable gap in the literature.

Importantly, professionals working with minority-owned family firms should develop programs that deliver easy-to-use guides for adjustment strategies, educating family members about the different types of adjustment strategies, and helping firm owners determine which strategies are most effective for their circumstances. For example, if Mexican American or Korean American owners utilized volunteer help or hired paid help more often during hectic times, then business consultants need to recognize these differences and provide resources and information so these minority owners can immediately implement the preferred strategy. If hiring more help is preferred, systems need to be in place to add members quickly and efficiently to the paid labor force. On the other hand, professionals need to understand why African

American or white owners are less likely to use adjustment strategies and guide them to use effective strategies during demanding times.

The current study is intended to contribute to the common body of knowledge by developing a better understanding of how different minority groups vary in their use of adjustment strategies. In doing so, subsequent research can build on the current findings. Additionally, the results should be of interest to public policy administrators who are often charged with the responsibility of tailoring services to the needs of different groups. Finally, the findings of this study would be beneficial to special interest organizations that serve to support and advocate for the needs of their constituents (e.g., professional business associations, such as Chambers of Commerce, that represent a wide variety of different minority groups).

Limitations and Future Research Agenda

Clearly additional theoretical and empirical research is needed to identify whether frequent use of adjustment strategies could help minority and nonminority owned firms to balance the demands of work and family. It would also be informative to know more about why various strategies were used more frequently than others. For example, African American and white business owners were less likely to allocate business resources to the family during demanding times than Mexican American or Korean American business owners. Are business resources protected “at all costs” to sustain the family’s economic livelihood, or are other strategies, such as intertwining tasks, simply easier to incorporate? To answer these questions, it would be helpful if additional personal interviews are conducted to gain more in-depth understanding of this issue.

There are also likely to be numerous other strategies that our study did not address, nor did our analysis attend to interpersonal factors that may affect the strategies selected, such as interpersonal conflict within either the family or business system (e.g., a firm owner may opt to sleep less and take on additional responsibilities than rely on a family member or employee who may get angry if asked to work overtime or take on additional tasks). Likewise, if a business is having cash-flow challenges, hiring additional help might not be a reasonable option, especially when an extensive network of family and friends might be readily available.

In this study, the SFB model informed the research questions and variables selected. The findings indicate that interpersonal and resource exchanges occur in minority as well as nonminority family firms and the theory helps to explain why some ethnicities might be more or less likely to incorporate specific

strategies as they strive to balance work and family demands. Mexican American and Korean American firms were significantly more likely to use all of the strategies to a greater extent than African American or white firms. This finding could reflect that these minority business owners are more skilled or “fluid” in managing demands across systems and some strategies, such as intertwining tasks, may simply be easier to implement than others such as finding volunteer help or hiring paid help. The findings also indicate that women are playing a more active role in the management of both family and business systems because women business owners were significantly more likely to use all of the strategies. Additional research should explore which of the five adjustment strategies are the most effective for women business owners.

Using the SFB model, it is hoped that future studies will perform longitudinal research as business and family success encourage long-term sustainability of both the family and business. Collecting data on adjustment strategies over time would help us to understand if the use of strategies changes over time and how that affects both the family and business systems. It is possible that strategies once adopted only in particularly demanding times become established patterns over time. It is also possible that strategies are temporary, and new techniques are attempted to sustain long-term balance and predictability in systems over time.

Danes (2013) has encouraged researchers to consider using a family capital perspective in attempting to better explain and predict outcomes for family firms and has addressed this perspective as it pertains to minority-owned firms (Danes et al., 2008). Although human and financial capital are widely studied, less is known about social capital, and a study such as this, could certainly help to understand strategies such as using volunteer help in the business and the transformation of social capital into human and financial capital (Danes, 2013). Further research could be beneficial by including social capital to understand the use of adjustment strategies among minority-owned family firms.

Conclusion

The potential contributions of this research are three-fold. First, given the paucity of previous research on the adjustment strategies among minority-owned family firms, this research uncovered insightful differences in the use of adjustment strategies across three minorities, namely African Americans, Korean Americans, and Mexican Americans, relative to the white control sample. Second, along with other family–firm-related research in the literature, this research adds to

the importance of recognizing the interface between the family system and the business system at a time when family-owned firms are becoming a clear career path among minority communities. Lastly, this research highlights the need to develop further a

compelling theory to explain the differences in adopting adjustment strategies among minority-owned family businesses.

Appendix 1. Matrix of Bivariate Correlations for All Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Reallocation of family resources	-	0.15***	0.50***	0.39***	0.36***	-0.10**	-0.06	-0.08*	0.08*	-0.05	0.01	0.09**	-0.06
2. Reallocation of business resources		-	0.36***	0.25***	0.32***	-0.16***	0.00	-0.06	-0.07	-0.04	0.09*	0.07*	-0.03
3. Intertwining family/business tasks			-	0.36***	0.34***	-0.06	0.01	0.00	0.06	0.02	0.08*	0.05	-0.02
4. Using volunteer help				-	0.23***	-0.07	0.00	-0.07*	-0.07*	0.00	-0.01	0.08*	-0.04
5. Hiring paid help					-	-0.09*	-0.06	-0.02	0.00	-0.03	0.00	0.04	-0.03
6. Age of business owner						-	0.03	0.59***	0.07*	0.04	0.03	-0.37***	0.04
7. Education of business owner							-	0.00	0.01	0.00	-0.02	-0.01	-0.06
8. Years of work experience								-	0.01	0.10**	0.09*	-0.70***	-0.01
9. Business needs priority over family needs									-	-0.08*	-0.02	-0.05	0.03
10. Satisfaction with community support										-	0.01	-0.10**	0.10**
11. Number of employees											-	-0.07	-0.08*
12. Age of business												-	0.09**
13. Whether owner started the business													-

*p < .05, **p < .01, ***p < .001.

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