

Familiness in Family Business: A Narrative Literature Review and Future Research Directions

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Abstract - Family businesses, the backbone of the global economy, thrive on family elements, referred to as familiness. Familiness is a unique combination of resources available in family firms, generated through family involvement. However, currently, there is a lack of understanding of the concept of familiness. This study aimed to fill this knowledge gap by understanding the state-of-the-art literature on familiness concept. To fulfil this objective, a literature review on the concept of familiness in family business, specifically using the narrative review approach was conducted. This review employed a scoping searching technique to identify and select articles related to familiness. In total, 36 articles were included for review and analysis. The review generated three emergent themes: i) definitions of familiness; ii) roles of familiness; and iii) factors influencing familiness. It found that the definitions of the term familiness evolved over time. Earlier, literature defined familiness as existing resources in family firms, and later it was highlighted as resources that are actively co-created by family members through joint decision-making of the firm's strategic decisions. In terms of the roles of familiness, this review extends the body of knowledge related to family businesses, particularly by outlining how familiness plays a predominantly positive role in influencing organisational outcomes. Furthermore, familiness may be the antecedent, mediator, and moderator of organisational outcomes, which potentially paves the way for establishing familiness as a potential source from which to generate resources for family businesses. The study also identified research gaps and provides some suggestions for future research.

Keywords - family business, familiness, literature review, narrative review, systematic searching

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I. Introduction

Family business is the oldest and predominant form of business establishment worldwide. A family business refers to a company owned and managed by two or more family members, with the majority of the ownership controlled by one family. At the global level, the United States as the world's largest economy, 90 per cent of business establishments and the greatest proportion of the wealth belong to family businesses. In addition, 64 per cent of the country's gross domestic product (GDP), 62 per cent of the employment, and 78 per cent of all new jobs created were produced by family businesses (Family Business Facts, 2020). The situation is similar in China, the world's second-largest economy, where family businesses account for 85.5 per cent of the 7.4 million business

establishments (Cai, 2015). With family businesses accounting for 85 per cent of this, they are major contributors to job creation and technological innovation (Bin, 2020). Other parts of the world are no different, including developing countries such as Malaysia. In Malaysia, family businesses also contribute significantly to the national economy. Statistically, Malaysia recorded approximately 1.2 million business establishments by 2021 (DOSM, 2022), of which more than 70 per cent were family businesses (Mohar, 2017; Buang & Sidek, 2013; Jasani, 2002; Claessens, Djankov & Lang, 2000). It has been estimated that family businesses contribute more than half of Malaysia's GDP (Ngui, 2002). Given these figures, family businesses clearly play a significant role, specifically as the backbone of countries's economies and hence the global economy overall.

Family businesses thrive on family elements. The literature suggests that family businesses are both different and unique due to the family elements that exist in the business system. These family elements refer to the availability of family members and their involvement in a business, which can be termed 'familiness' (Habbershon & Williams, 1999). Several studies have identified familiness as the unique elements or aspects that distinguish family businesses from non-family companies (Habbershon & Williams, 1999; Kraus, Harms & Fink, 2011; Dawson & Mussolino, 2014). In fact, familiness has been identified as the key to family businesses outperforming non-family businesses. Familiness is a form of social capital (Pearson, Carr & Shaw, 2008) considered a distinctive resource embedded within family businesses, and it has been positively linked to business performance (Saleh, 2017; Monroy, Solís & Rodríguez-Aceves, 2015). Other factors that are positively linked to business performance, including family businesses, are innovation (Kamaruddin, 2022; Ingram et al., 2020) and internationalisation (Basly & Saunier, 2019). The importance of family businesses and familiness concepts require further attention by both scholars and industries. However, based on the existing literature, the concept of familiness has been neither adequately addressed nor fully understood (Pearson et al., 2008; Rutherford, Kuratko & Holt, 2008) because the body of knowledge remains new and developing.

Consequently, the identification of this knowledge gap about familiness serves as a strong foundation for further exploration of the concept. Specifically, the purpose of the study is to understand the state-of-the-art literature on familiness concept. For this purpose, the study conducted a literature review on the concept of familiness in family business using the narrative review approach. The study reviewed the current literature and identified knowledge gaps in relation to the concept of familiness and discussed future research directions on this topic. This study is guided by the following research question: What has been studied in the field of familiness? To achieve the research objective, the authors reviewed past literature on familiness from one reputable academic database, which is SCOPUS. In conducting this review, the search function in the SCOPUS database was used, using the keyword 'familiness'. The study analysed 36 articles for review. These articles were analysed according to the article type, context and subject of study, theories or perspectives taken, and key findings. These information served as the foundation for identifying the existing knowledge about the concept of familiness and its significance in the broader field of knowledge pertaining to family businesses. Based on this analysis, the emergent themes related to familiness in the context of family businesses are discussed and the knowledge gaps are highlighted to suggest avenues for future studies.

This article is organised as follows: It begins with an overview of familiness, the establishment of a knowledge gap, and the statement of the objective of the study. The research methodology used to fulfil the objective is then explained, detailing the overall process of selecting relevant articles for review and analysis. The findings of the research are then presented, highlighting the emergent themes derived from the data analysis. The discussion section follows, where the results are interpreted and synthesised. Finally, the article concludes by recapitulating the objective of the study, synthesizing the main findings, and providing suggestions for future research directions.

II. Methodology

This study employed a narrative review approach, which is defined as a review that describes and evaluates published articles on a specific topic of interest (Ferrari, 2015). Conducting a narrative review study is beneficial because it compiles disparate items of information about a specific topic into a readable format for academic purposes (Green, Johnson & Adams, 2006). In this study, the focus area was 'familiness', and the database utilised was SCOPUS. A systematic searching technique was employed to locate literature on this topic. The search of the SCOPUS electronic database using the keyword was conducted on June 1, 2022. Table 1 displays the search string utilised to retrieve familiness-related articles from the literature in the SCOPUS database.

Table 1: Search string utilized to search for familiness documents in SCOPUS database

Database	Search string
SCOPUS	TITLE ("familiness") AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j"))

By using the keyword ‘familiness’ and restricting the search to titles only (the keyword had to appear in the title) in the SCOPUS search engine, sixty-six (66) documents were found. The search was then further limited to only journal articles written in the English language, after which sixteen (16) documents that did not fulfil the criteria were excluded and fifty (50) journal articles were retained for further screening. Article screening was then performed, leading to the exclusion of another sixteen (16) articles that were either unrelated to the topic of interest, or articles that were unavailable in the public domain. Besides the thirty-four (34) journal articles that remained after the exclusion process, another two (2) articles were added by handpicking as they were significant to the familiness literature, which brought the total number of journal articles included in the analysis to thirty-six (36). Fig. 1 presents the overall article searching process used in this narrative review.

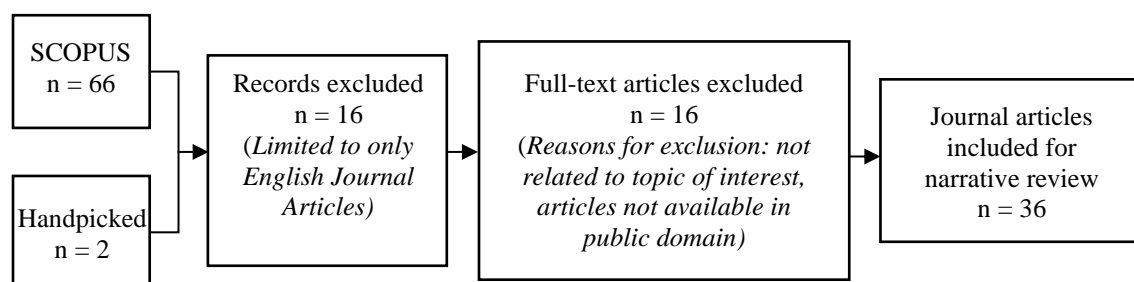


Figure 1: Process of identifying articles for analysis (adapted from Shaffril et al., 2019)

III. Findings

Table 2 presents the synthesis of the thirty-six (36) articles reviewed in this study. The articles are arranged in chronological order from the earliest to the most recent, enabling the patterns and emergent themes of the familiness studies to be determined over time. The thirty-six (36) articles were published in a period spanning the 23 years between 1999 and 2022. Thirteen (13) of the reviewed articles were conceptual, while the remaining twenty-three (23) were empirical papers. The latter included eleven (11) quantitative studies and twelve (12) qualitative studies. All thirty-six (36) articles were conducted within the context of family business. From a national perspective, the 23 empirical studies were conducted in the following countries: the United States (2), South Africa (1), Italy (1), Australia (1), Finland (1), Austria (2), Spain (5), Mexico (3), Germany (2), France (1), Poland (1), Iran (1), the United Arab Emirates (1), and Greece (1). It was observed that the term ‘familiness’ was always associated with family businesses, while the term family business is used interchangeably with family firm, family-controlled firm, and family-controlled business.

The review indicated that familiness studies have been discussed from two main perspectives, namely the firm and the consumer. Specifically, thirty-five (35) articles discussed familiness from the firm perspective using different theoretical lenses, and one (1) study discussed familiness using a consumer behaviour lens. While the articles from the firm perspective focused on the relationships between familiness and organisational outcomes, the consumer behaviour study focused on consumers’ feelings about and perceptions of the familiness of a family business. Familiness was first discussed by Habbershon and Williams in 1999 using a resource-based view, after which the concept evolved as the discussions expanded with the use of other theoretical lenses such as the agency theory, social capital perspective, system theory, new system theory, Bayesian networks theory, dynamic capability perspective, entrepreneurial behaviour, knowledge-based view, socio-emotional wealth perspective, and consumer behaviour.

Table 2: Synthesis of the literature on familiness studies obtained from SCOPUS database (in chronological order)

No.	Author (Year)	Purpose Statement	Article type	Context/Subject of Study	Theory/ Perspective	Key Findings
1	Habbershon & Williams (1999)	To conceptualise family members involvement in family businesses in relation to its potential to influence performance.	Conceptual	Family business	Resource-based view	<ul style="list-style-type: none"> Families in businesses seek advantages from family involvement and achieve multigenerational success.
2	Habbershon (2006)	To discuss way of families gain an advantage in entrepreneurial process of formation of new ventures.	Conceptual	Family business	Agency Theory, Family Business Ecosystem Model	<ul style="list-style-type: none"> Family businesses gain advantage by leveraging distinctive resources generated from family involvement.
3	Lester & Cannella Jr (2006)	To propose family businesses to leverage board interlocks in building and maintaining community-level social capital.	Conceptual	Family-controlled public corporations	Community-level social capital	<ul style="list-style-type: none"> Family business networks generated community-level social capital. Community-level social capital facilitates family businesses' survivals.
4	Tokarczyk et al. (2007)	To examine the way familiness resources translate into competitive advantages for family businesses.	Empirical - Qualitative	American family businesses	Resource-based view	<ul style="list-style-type: none"> Strategic focus, customer orientation, family relationships, and operational efficiency are familiness attributes that support effective market orientation execution. Familiness has a positive and significant impact on firm long-term financial performance.
5	Pearson et al. (2008)	To review familiness concept particularly on its potential and dimensions.	Conceptual	Family business	Social Capital Perspective	<ul style="list-style-type: none"> Familiness may influence organizational performance outcomes including economic and non-economic performance. Antecedents of familiness include time, interdependence, interaction, and closure.
6	Rutherford et al. (2008)	To examine link between familiness and firm performance.	Empirical - Quantitative	American family businesses.	Management	<ul style="list-style-type: none"> Familiness through dimensions of power, experience, and culture shows positive and negative links with revenue, capital structure, growth, and perceived performance.

7	Venter et al. (2010)	To investigate how familiness facilitates succession from one generation to next.	Empirical - Qualitative	South African family businesses	Entrepreneurship	<ul style="list-style-type: none"> • Successors need look at many variables that influence familiness transmission channels. • Successors are to assess their family relations (familiness) to ensure successful transition.
8	Minichilli et al. (2010)	To examine impact of family management on firm performance.	Empirical - Quantitative	Italian family-controlled firms	Upper Echelon Perspective	<ul style="list-style-type: none"> • Availability of family CEO in the top management team has positive influence on firm performance. • Co-existence of family managers and non-family managers in top management teams is associated with potential disintegration of subgroups; and it is also negatively influencing firm performance.
9	Zellweger et al. (2010)	To understand familiness in relation to family business success by adding organisational identity as third dimension to familiness construct.	Conceptual	Family firm	Involvement & essence approaches, Organizational identity theory	<ul style="list-style-type: none"> • Familiness is a multifaceted construct that can affect family businesses' competitive advantage. • Involvement, essence, and organisational identity are three components of familiness that can influence firm success. These dimensions intersect and overlap.
10	Frank et al. (2010)	To synthesise studies on familiness.	Conceptual/ Literature Review	Family business	Modern system theory	<ul style="list-style-type: none"> • Clustering of familiness literature into four elements - conceptual discussion, perspective taken, focus of study, and its measurement.
11	Irava & Moores (2010)	To identify dimensions of familiness.	Empirical - Qualitative	Australian multigenerational family firms	Resource-based view	<ul style="list-style-type: none"> • Human resources, organisational resources and process resources are dimensions of familiness. • Firms' success or failure of family firms is determined by their ability to manage inconsistency of familiness effects (positive and negative).
12	Chirico et al. (2011)	To clarify why and how a family-firm franchise may be superior in creating value creation.	Conceptual	Family firms engage in franchising	Entrepreneurship, Resource-based view (familiness); agency theory (for basis for franchising)	<ul style="list-style-type: none"> • Familiness values are part of family businesses. • Franchisors can leverage familiness values of franchisees to build, maintain, and set norms for routine interactions with franchisees. • Interactions allow franchisors-franchisees to share resources and solves some of these issues.
13	Kansikas et al. (2012)	To investigate relationship between familiness and entrepreneurial leadership.	Empirical - Qualitative	Family firms in Finland	Entrepreneurial Behaviour	<ul style="list-style-type: none"> • Familiness, as a resource, is positively related to entrepreneurial leadership.

14	Weismeier-Sammer et al. (2013)	To provide a structured overview of literature on familiness.	Conceptual/ Literature Review	Family business	new System Theory Perspective	<ul style="list-style-type: none"> Synthesise familiness literature into three themes – theoretical perspectives, development and impact, and empirical approaches.
15	Carnes & Ireland (2013)	To examine familiness in relation to innovation.	Conceptual	Family firms	Resource-based theory	<ul style="list-style-type: none"> Processes of resource bundling include stabilising, enriching, and pioneering mediate link between familiness and innovation.
16	Weismeier-Sammer (2014)	To understand impact of familiness on innovation.	Empirical - Qualitative	Austrian family business.	Systems theory-based view	<ul style="list-style-type: none"> Familiness is positively related to creating and maintaining a high levels of innovativeness (innovation) in family businesses.
17	Presas et al. (2014, p.152)	To understand how customers of tourism family businesses perceive familiness.	Empirical - Qualitative	Spain tourism family firms	Consumer Behaviour	<ul style="list-style-type: none"> Customers perceive familiness as a distinctive element that increase their travel experience. From customer perspective, familiness dimensions include (i) becoming acquainted with family business”, (ii) “having direct communication with family owners of a firm”, (iii) “feeling hospitality and hospitableness of a firm”, and (iv) “perceiving “authenticity” and “slow travel values in their travel experience”.
18	Basco (2015)	To understand link between familiness and regional development.	Conceptual	Family firms	Management	<ul style="list-style-type: none"> Familiness that embedded in different regional aspects would either positively or negatively affect regional development, depending on how familiness is leveraged.
19	Monroy et al. (2015)	To determine which dimensions of familiness have strongest relationship with business performance.	Empirical - Quantitative	Mexican family firms.	Strategic Management; Resource-based View; Social Capital Theory	<ul style="list-style-type: none"> Process, human, and organisational resources have positive relationships with family business performance.
20	Andersén (2015)	To analyse relationship between familiness and absorptive capacity.	Conceptual	Family firms	Management	<ul style="list-style-type: none"> Familiness is positively associated to absorptive capacity of the family firms.
21	Claßen & Schulte (2017)	To understand how conflicts caused by familiness impact change in family businesses.	Empirical - Qualitative	Germany family business members.	System Theory	<ul style="list-style-type: none"> Familiness influences how conflicts lead to change. Familiness is a moderating variable, either as a promoter or an inhibitor, which either push or pull firms to change.

22	Barros et al. (2017)	To explain impact of familiness on socio-emotional wealth creation and its use.	Empirical - Quantitative	Non-publicly traded Spanish family firms	Socio-emotional wealth (SEW)	<ul style="list-style-type: none"> Relationship between power and socio-emotional wealth creation and use is partly mediated by essence; but does not mediate experience in relation to creation and use of socio-emotional wealth (indicative of mixed results in the relationship between the two variables). Family influence through power and essence dimensions have impact on creation and use of socio-emotional wealth.
23	Frank et al. (2017)	To develop a family-influence familiness scale.	Empirical – Qualitative	Austrian family businesses	new System Theory (nST)	<ul style="list-style-type: none"> Familiness constitutes six dimensions – a) ownership, management, and control; b) proficiency level of active family members; c) sharing information between active family members; d) transgenerational orientation; e) family-employee bond; and f) family business identity.
24	Dávila-Aragón et al. (2018)	To identify factors that promote familiness levels to highest state in family businesses.	Empirical - Quantitative	Mexican private family businesses	The Bayesian Networks (BN) theory	<ul style="list-style-type: none"> Salaries of family members, shared information among family members, and family-employee bonds are factors that enhance familiness to the greatest extent.
25	Rodríguez-Aceves et al. (2018)	To explore impact of environmental dynamism on familiness and performance of family businesses.	Empirical - Qualitative	Mexican family firms SMEs	Resource-based theory	<ul style="list-style-type: none"> Familiness, as a source of competitive advantage for performance of family businesses, is more appropriate when firms operated in stable environments characterised by high certainty. Effect of familiness on performance weakens when family businesses are operated in highly dynamic environments.
26	Daspit et al. (2019)	To propose relationship of familiness on absorptive capacity and firm innovation.	Conceptual	Family firm innovation	Dynamic capability perspective	<ul style="list-style-type: none"> Highlights role of absorptive capacity in understanding how familiness affects innovation outcomes. Elucidates heterogeneity across family firms resulting from involvement of non-family members.

27	Martín-Santana et al. (2020)	To determine if family influence and relational dynamics within family and firm can create specific familiness resources, thereby strengthening market orientation of firms.	Empirical - Quantitative	Spanish family firms.	Marketing/ Social capital perspective	<ul style="list-style-type: none"> • Interpersonal trust and family identification (derived from relational social capital) are considered familiness resources. • Positive family climate only has significant effect on market orientation when familiness resources mediate the relationship.
28	Basly & Saunier (2020)	To analyse relationship between firms' familiness, socio-emotional goals, and internationalisation.	Empirical - Quantitative	French family firm SMEs	Social-emotional goals and familiness perspectives (essence approach)	<ul style="list-style-type: none"> • Familiness through dimensions of power and experience influence internationalisation.
29	Ingram et al. (2020)	To examine relationship between familiness and innovation and its effect on organisational performance.	Empirical - Quantitative	Polish SME family firms	New Systems Theory (nST)	<ul style="list-style-type: none"> • Familiness (comprising high levels of ownership, management, and control of a firm by a family member) has positive influence on firm performance. • High degree of familiness will lower innovation input. • Strong family business identity (facet of familiness) enhances innovation output
30	Khatami et al. (2021)	To examine links between food heritage, familiness, and clan culture.	Empirical - Quantitative	Iranian family businesses operating in food industry.	Organizational Culture; Resource-based View	<ul style="list-style-type: none"> • Familiness (social, financial, and human capitals) is strong mediator to food heritage and clan culture relationship. • Familiness is antecedent to clan culture.
31	Belkhodja & Daghfous (2021)	To investigate link between familiness and absorptive capacity.	Empirical - Qualitative	3 Emirati family firms	Knowledge-based view	<ul style="list-style-type: none"> • Familiness has positive link with absorptive capacity, which in turn facilitates knowledge transformation and exploitation of family firms.
32	Glyptis et al. (2021)	To understand configuration of familiness resources through dynamic capabilities in facilitating growth of family business.	Empirical - Qualitative	Greek-owned international shipping company.	Management Accounting/ Resource based theory	<ul style="list-style-type: none"> • Through management accounting dynamic capabilities, familiness resources and capabilities are configured to facilitate growth of family business. • Familiness resources and capabilities are reconfigured through dimensions of product strategy, management and governance, network and staffing, and financing.

33	Cano-Rubio et al. (2021)	To explore if level of familiness influences reasons for and way family businesses develops and implements its internationalisation strategy.	Empirical - Qualitative	Spanish family olive oil mills	Social Capital Theory	<ul style="list-style-type: none"> Familiness consists of three dimensions – family capital (identity, altruism, planning generational handover), bonding social capital (shared objectives, long-term orientation, employee seniority, leadership style, firm size), and bridging social capital (market orientation, relationships with stakeholders) Depending on what familiness dimension influences, familiness can be a competitive advantage to achieve growth and survival for some and a hindrance for other family businesses.
34	Belling et al. (2021)	To determine supporting and limiting effects of familiness on strategic change process.	Conceptual	Family business	Family firm with strategic change perspectives	<ul style="list-style-type: none"> Familiness both support and limit strategic change process. Familiness creates an overemphasis on the cognition of gradual change triggers for strategic change process in family business. Familiness limits the cognition of radical change triggers for strategic change process in family business.
35	Barros-Contreras et al. (2022)	To examine how the family firms build their familiness learning mechanism; and its implication to the creation of family firm values.	Empirical - Quantitative	Non-listed Spanish family firms.	Strategic Management/ Dynamic Capabilities Approach	<ul style="list-style-type: none"> Abilities of family firms in the three areas (internal/external knowledge accumulation; social knowledge integration; and socioemotional knowledge retention) emerged from the interactions between family and firm, made up the familiness learning mechanisms. These mechanisms contributed to creating firm values particularly in term of organisational effectiveness and perceived firm performance.
36	Damak et al. (2022)	To investigate impact of familiness on R&D investments among family firms.	Empirical - Quantitative	Germany family firms	Socio-emotional wealth (SEW) perspective.	<ul style="list-style-type: none"> A negative influence of socioemotional wealth on R&D investments. Effect of familiness (i.e., family control and influence dimension) on R&D investment is greater and more prominent in the beginning of a firm's life cycle.

Emerging Themes

The analysis of the thirty-six articles discussing familiness generated three emerging themes. Theme one focuses on the definitions and dimensions of familiness. Theme two centres on the role that familiness plays in different organisational outcomes. Theme three focuses on the factors influencing familiness. Fig. 2 illustrates the main themes identified in this study.

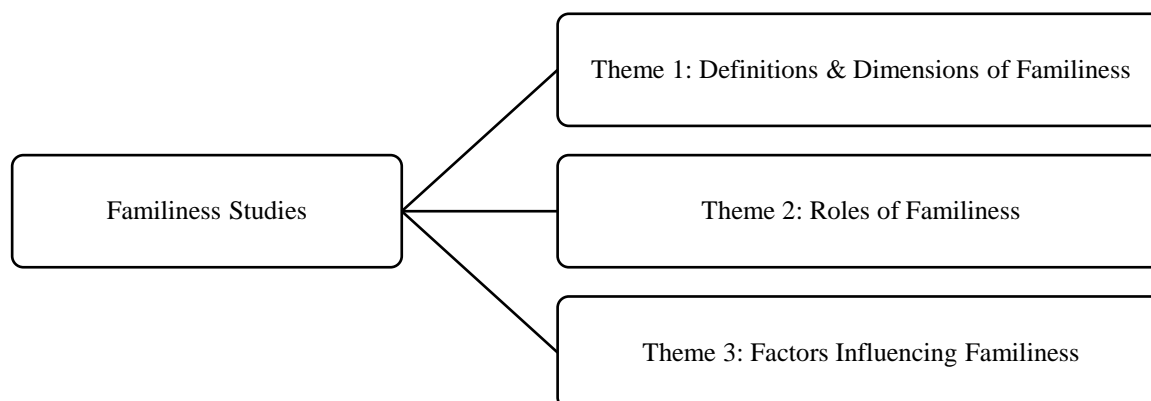


Figure 2: Three emergent themes derived from thematic analysis of familiness studies

Theme 1 Definitions and Dimensions of Familiness

Theme one consists of two subthemes, i) definitions of familiness, and ii) dimensions of familiness. For subtheme 1 definitions of familiness, it was found that the definition of familiness has been interpreted and discussed through several theoretical lenses, such as the resource-based view (Habbershon & Williams, 1990; Carners & Ireland, 2013), social capital perspective (Pearson et al., 2008), system theory approach (Frank, Lueger, Nosé & Suchy, 2010), regional development perspective (Basco, 2015), and new system theory (Weismeier-Sammer, Frank & von Schlippe, 2013; Ingram, Kraśnicka & Glód, 2020). Given the different theoretical approaches adopted in these studies, diverse and varied definitions of familiness have been employed.

Familiness has two distinct definitions – the original and the recent definitions of familiness. Familiness was originally defined as “the unique bundle of resources a particular firm has because of the systems interaction between the family, its individual members, and the business” (Habbershon & Williams, 1999, pg.11). The most recent definition of familiness is “a bundle of decision premises that expresses the influence of the business family on its business” (Ingram et al., 2020, pg. 702). While the original definition highlights familiness as a set of unique resources that belong to a family business, the latest definition emphasises how familiness becomes a platform for creating resources, highlighting the embeddedness of familiness as resources created by the joint decisions of family members. Overall, the evolution of definitions of the concept indicates that familiness is not only about existing resources that pre-exist in family businesses, but also about the active role of family members in creating resources through joint decision-making.

Subtheme 2, on the other hand, focuses on the dimensions of familiness. Familiness has been discussed from various perspectives, namely the resource-based view, unified system perspective, and social capital theory, resulting in varied dimensions of familiness according to the perspective adopted. For example, using the resource-based view lens, the dimensions of familiness have been identified as human, organisation, and process (Habbershon & Williams, 1999). This differs from the familiness dimensions discussed using the social capital lens, which include structural, cognitive, and relational dimensions (Pearson et al., 2008). Some familiness dimensions were developed through conceptual discussion while others underwent empirical testing. Through conceptual discussion and based on social capital theory, familiness was proposed as a multidimensional construct consisting of three dimensions: relational, structural, and cognitive (Pearson et al., 2008). Later, the search for other familiness dimensions continued, revealing that organisational identity was proposed as the third dimension of familiness, together with the dimensions of involvement and essence (Zellweger et al., 2010).

Familiness dimensions have also been generated through empirical studies. Evidently, from the resource-based view perspective, familiness is comprised of three dimensions: human, organisational, and process resources (Irava & Moores, 2010). In another empirical study, familiness was comprised of six dimensions – i) ownership, management, and control; ii) proficiency level of active family members; iii) sharing of information between family members; iv) transgenerational orientation; v) family-employee bond; and vi) family business identity (Frank et al., 2017). Overall, these dimensions provide a comprehensive understanding of the various

aspects of familiness that contribute to the concept and highlight the multifaceted nature of its influence in family businesses.

Theme 2 Roles of Familiness

The roles of familiness have been discussed conceptually and empirically. Six (6) conceptual studies have proposed that familiness has roles at the organisational level (e.g., Carnes & Ireland, 2013) and aggregate level (Basco, 2015). At the organisational level, familiness has been found to facilitate innovation (Carnes & Ireland, 2013), resource sharing between franchisor and franchisee (Chirico et al., 2011), firm survival (Lester & Channella Jr, 2006), absorptive capacity (Andersen, 2015), and strategic change process (Belling et al., 2021); meanwhile, at the aggregate level, familiness has been found to facilitate regional development (Basco, 2015).

Fourteen (14) articles empirically examined the direct influence of familiness on nine (9) aspects of organisational outcomes. These outcomes include (a) firm performance (Ingram et al., 2020; Rodríguez-Aceves et al., 2018; Monroy et al., 2015; Minichilli et al., 2010; Rutherford et al., 2008; Tokarczyk et al., 2007), (b) succession (Venter et al., 2010), (c) entrepreneurial leadership (Kansikas et al., 2012), (d) brand extension (Presas et al., 2014), (e) innovation (Weismeier-Sammer, 2014), (f) internationalisation (Cano-Rubio et al., 2021), (g) firm growth (Glypties et al., 2021), (h) absorptive capacity (Belkhodja & Daghfous, 2021), and (i) R&D investment (Damak et al., 2022).

Theme two consists of three-subthemes, i) direct relationship between familiness and firm performance, ii) direct relationship between familiness and perceived organisational outcomes, and iii) familiness as an antecedent, moderator, and mediator. Subtheme one emerged from six studies that examined direct relationships between familiness and family firm performance (Barros-Contreras et al., 2022; Ingram et al., 2020; Rodríguez-Aceves et al., 2018; Monroy et al., 2015; Minichilli et al., 2010; Rutherford et al., 2008). The findings on this direct relationship can be classified into five. The first group of findings demonstrated associations between familiness through the dimensions of power, experience, and culture, on one hand, and revenue, capital structure, growth, and perceived performance, on the other. However, these associations were both positive and negative (Rutherford et al., 2008). The second group of findings established the positive impact of familiness on firm performance (Minichilli et al., 2010; Ingram et al., 2020; Barros-Contreras et al., 2022). The third group of findings added that a positive relationship can only be obtained if the family firm exists in a stable environment (Rodríguez-Aceves et al. (2018). In other words, familiness has a lesser effect on firm performance in highly dynamic environments. The fourth group of findings revealed that familiness has a negative relationship with innovation input (Ingram et al., 2020). This can be interpreted to mean that a high degree of familiness leads to reduced innovation input. The fifth group of findings established that familiness affected firm performance negatively when family member managers and non-family managers co-existed in the top management team as this potentially generates schism among them (Minichilli et al., 2010). These findings imply that the relationship between familiness and organisational outcomes can be both positive and negative (mixed results); familiness can positively impact organisational outcomes; and some positive relationships are bounded by certain conditions. The association can also be negative, with some negative relationships bounded by particular conditions.

Subtheme two of theme two, on the other hand, highlights the relationships between familiness and perceived organisational outcomes. Familiness has been linked to absorptive capacity (Andersén, 2015). Familiness plays different roles depending on the knowledge management approach (Belkhodja & Daghfous, 2021). Through a test conducted between familiness measured by the dimensions of family control and influence, on one hand, and family identity on the other, familiness was found to have a negative influence on R&D investments (Damak et al., 2022). Familiness can be positively related to succession. Specifically, a successful transition from one generation to the next can be achieved if the successor first recognises the set of variables that influence the familiness transmission channel and, secondly, evaluates the successor's relationship with the family members (Venter et al., 2010). Familiness, as a firm resource comprised of three dimensions (structural, relational, and cognitive), had a positive influence on the entrepreneurial leadership of two generations (Kansikas et al., 2012). In other words, the availability of members from two generations (familiness) may allow a firm to generate and sustain entrepreneurial leadership across generations. Familiness has a positive relationship with brand extension. Specifically, family business tourism brands can be enhanced by fostering a sense of familiness among the travellers who become customers (Presas et al., 2014).

Familiness has a positive relationship with establishing and maintaining a high level of innovativeness or innovation within a family firm, specifically during the development of new ideas and when innovations must be aligned with the family business actors (Weismeier-Sammer, 2014). Familiness also has a positive relationship with internationalisation. Specifically, if the level of familiness is higher, the family business is more likely to internationalise and develop greater international commitment (Cano-Rubio et al., 2021). Familiness also has a positive relationship with firm growth. If familiness is envisaged as resources and capabilities, it can facilitate firm growth. This familiness configuration was comprised of three dimensions: i) strategic capabilities across product strategy, governance, network, staffing, and financing, ii) family values, and iii) family's direct involvement. These familiness dimensions were found to facilitate growth (Glypties et al., 2021). Overall, the relationships between familiness and organisational outcomes are predominantly positive, with the outcomes

measured by various perceived dimensions of organisational outcomes, including absorptive capacity, succession, entrepreneurial leadership, innovation, brand extensional, internationalisation, and firm growth. Only one relationship was found to be negative, which related to R&D investment.

Subtheme three highlights familiness as the antecedent, moderator, and mediator. Alongside the direct roles played by familiness, various studies have established that familiness also plays indirect roles, influencing organisational outcomes, which include firm performance, internationalisation, business-specific change, and clan culture. More precisely, these studies have examined familiness as an antecedent (Tokarczyk et al., 2007; Basly & Saunier, 2020), moderator (Claßen & Schulte, 2017), and mediator (Martín-Santana et al., 2020; Khatami et al., 2021). Familiness as an antecedent has a positive and significant influence on firm performance as it encourages market-oriented behaviour (Tokarczyk et al., 2007). Likewise, a recent study found that familiness was the antecedent for socio-emotional goals in family businesses. One finding revealed that the essence dimension of familiness was positively and significantly related to four out of five socio-emotional goals. However, only two socio-emotional goals generated a positive and negative influence on export intensity of the firms (Basly & Saunier, 2020). In terms of familiness as moderator, the concept moderates the relationship between family business-specific conflicts and family business-specific change in family businesses, specifically in relation to business development (Claßen & Schulte, 2017). Familiness as a mediator was found to generate positive results, whereby a positive family climate significantly strengthened market orientation only when the familiness resources mediated the relationship (Martín-Santana et al., 2020). The study by Khatami et al. (2021) revealed the same result, that familiness, through the dimensions of social, financial, and human capital, was a key mediator in strengthening the relationship between food heritage and clan culture in family businesses. Overall, studies of familiness as antecedent, moderator, and mediator have all demonstrated positive results.

Theme 3 Factors Influencing Familiness

The third theme that emerged in this study is related to factors influencing familiness. Dávila-Aragón et al. (2018) found that higher salaries of family members in comparison to non-family members working in the company, high-level of information sharing among family members in the company, and close family-employee bonds are the factors that able to enhance familiness of family members in the family business. Based on this finding, Dávila-Aragón et al. (2018) suggests top management of family businesses concentrate on the aspects of salaries of family members, information sharing, and family-employee bonds to foster familiness. These factors have been found to have a positive and significant impact on motivating and increasing familiness levels among family members. These findings signal that enhancing familiness within family would positively influence the business performance of family businesses.

IV. Discussion

First, this narrative literature review revealed that there are different ways of defining familiness. These variations seemed to be caused by scholars' use of different theoretical lenses or perspectives when discussing the concept of familiness in their respective studies. The various definitions have clearly established that different interpretations of this concept have been posited and how familiness is viewed. Second, the studies of familiness focused on identifying the roles that familiness plays in organisational outcomes. These discussions clearly highlighted the main concerns of family businesses worldwide. Firm performance, market orientation, internationalisation, and succession are among these concerns. It has been proven that familiness plays an important role in influencing, facilitating, or impacting organisational outcomes. Most importantly, familiness has a predominantly positive relationship with organisational outcomes, and these findings apply to all forms of relationships, direct and indirect. However, regarding the impact of familiness on organisational outcomes, the existing studies have presented both positive and negative results. This demonstrates that familiness has two angles towards influencing family businesses' strategic imperatives, including organisational outcomes, positive and negative. Furthermore, familiness can not only directly influence organisational outcomes but also enhance, strengthen, or weaken the current organisational outcomes, as well as act as a bridge between the variables. Third, the review revealed that recent studies have focused on determining the antecedents and other potential factors that can instill familiness among family members in family businesses.

Overall, the review demonstrates the evolution of knowledge about familiness which began first by providing an understanding of the fundamental concept of familiness and then progressed to discussing familiness as a multi-faceted variable that can influence organisational outcomes. In addition to organisational outcomes, there are discussions on the potential influence of familiness on regional outcomes. More recently, the discussion has also given attention to the antecedents of familiness.

However, there remains a lack of knowledge about the role of familiness in facilitating succession and innovation for business continuity. Succession, being the strategic task and the critical agenda of most family businesses, provides opportunities for researchers to explore succession and familiness. In particular, the role of familiness in intergenerational succession, with regard to CEO selection, can be explored. The other knowledge

gap, which is innovation in the context of family business, must also be addressed to avoid issues of stagnant growth that might threaten business continuity in family business.

V. Conclusion and Recommendations

In this narrative review, the knowledge of familiness in family business has been synthesised, thus fulfilling the objective of the study, which is to understand the state-of-the-art literature on familiness concept. This review identified the familiness topic is developing and generated three major emerging themes: i) definitions of familiness; ii) roles of familiness; and iii) factors influencing familiness. Over the span of 23 years, the understanding of the basic concept of familiness has developed, with the definitions of familiness has evolved from, initially, familiness was seen as unique resources specific to family firms. This understanding has expanded into a view of familiness as resources of the firms that are actively co-created by family members through joint decision-making. In terms of the roles of familiness, these have been established in regard to organisational-level outcomes, while the factors that instill familiness have only begun to emerge. Overall, identifying these themes enabled the authors to recognise the issues and areas of concern within literature. Specifically, at the organisational level, there are knowledge gaps about the roles of familiness in family businesses relating to succession, particularly in the selection of a successor CEO, during the passing over from one generation to the next. Another issue of concern is innovation for growth in family businesses, in which familiness has indicative roles in decision-making and collaborative structure. These two areas are potential venues for future research.

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