

Title	同族会社におけるファミリネスの探究 - ミャンマーでの事例研究 -
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Abstract

Familiness is a well-known phenomenon of the family business, which represents a kind of intrinsic resource. It has been accepted as an interaction results from the family, individuals and business entities that occurs while members are working together in the business. However, it is still difficult to grasp the occurrence of familiness. Indeed, previous studies have not investigated the sources of resources which engender familiness so as to explain which integral parts of the family supports to occur this phenomenon. Therefore, this study aims to develop an understanding of embedded family resources that are generative of familiness. During clarification of the resource configuration, the resource-based view aspect helps to examine tacit and explicit features of family resources relating to familiness. The research also explores the association of familiness to the business performance by the strategy and performance aspects.

This research used the qualitative case-based study due to their flexibility so that it can design the appropriate research framework with the breadth and depth of study. This study conducted the Myanmar family-owned businesses as the cases due to their more recent ventures into the world of business compared to other neighboring countries. Specifically, this research applied multiple case study to observe the majorities of person's behavior, characteristic and performance at business. In this study, thirteen cases are conducted in six different cities of Myanmar FOBs. During the analysis, grounded theory analysis is used to observe the family-owned business of resources.

Three main resource dimensions were found to construct the *familiness*. There are *family resource dimension* (internal governance system and family leading patterns), *individual resource dimension* (family unity and members of engagement), and *business resource dimension* (family attitude which regulates the institutional form and heading the way of doing business). These three resource dimensions are naturally inseparable and interdependent in daily activities, even though the study considered the particular phenomena. Through findings, familiness model is verified with facts and figure.

In particular, the family dimension accounts for the institution and govern form of all family matters, such as nurturing system, parent-child of cognitive and emotional relation, and family bond system. This background is important foundation of family members' behaviors to generate the implicit shape of resource viz. familiness. From individual perspective, member's engagement and unity mindset is essential in working at business. In fact, the family conflicts, selfishness and competitiveness are main cause of terminating the business and this two features can help to digest those family breaking. Accordingly, the way of thinking and behaving (family institution) have shaped the ways of doing business and it could affect business behaviors, such as strategical usage

and business performance. Those three dimensions regulate the background family nature as the resource profiles for familiness. Findings show that Myanmar's business families have two types of institutional forms: traditional and cooperative that regulate the different background family nature and behaviors. Based on this, the study can categorize into two kinds of familiness: stable and flexible. Also, the study suggests that different familial resources may shape to develop the different business performance.

Therefore, this study provides the working definition of familiness is that “*a sense of awareness that occurred on the collective mindset and effort to support the business*”. Based on the definition, the study suggests two assumptions: *resource shape* and *resource conversion* of familiness. The first assumption is that the involvement of resources are necessary for the harmony and interrelated to support familiness within the business. The second assumption is that familiness doesn't emerge instantaneously, it is rather initiated as a tacit nature and then develops as a background resource that later appear as the inseparable form. By combining these significant findings, this research suggests that familiness acts as the strategic resource rather than a pure resource because the familiness can be seen as a mechanism rather than a fixed condition. This study has three facts that illustrate originality of the research in terms of research approach (i.e., family-centered approach), findings (i.e., two types of familiness and its associated five resources) and business performance measurement (i.e., non-financial performance indicators by KPIs). Thus, this research is one empirical research that articulate sources and consequence of familiness by family perspective with the Resource-Based view theory.

This research contributes our knowledge into three communities: the academic, knowledge science and family business communities. This research is one of the empirical studies examining the sources and consequence of familiness by resource-based view aspect and grounded theory analysis. Therefore, the uniqueness and trustworthiness of findings illustrate the significance of study. Secondly, this study offers to share knowledge as feedback to Myanmar FOBs that was aimed at encouraging their socio-economic development. Thirdly, it offers to complement the family business literature by adding our three-dimensional resource concept to the original concept. Therefore, this research does not only encourage an understanding of the phenomenon of familiness but also helps to enhance the business competency and continuity. Although this study depicted the case evidence from Myanmar, which may represent the emerging economies of the FOB's nature, it might be replicated in small and medium-sized of FOBs in Asia.

Keywords: *family-owned business, familiness, resource-based view, family member, strategy, performance*

