

## **Defining Family Business Efficacy: An exploratory study**

### **Abstract**

In today's competitive environment, the growth and survival of family firms depend significantly on the extent to which they can build, extend, or reconfigure organisational capabilities in response to changing environments. Family members' belief in their unified efforts to organise and execute courses of action can be instrumental in addressing business and marketing challenges and goals. This study aims to conceptualise a novel Family Business Efficacy (FBE) construct that is posited as a distinct form of efficacy at the collective level in family firms. The research employs a qualitative inductive design to investigate FBE of family businesses in Saudi Arabia and the UK. The findings identify eight dimensions of FBE that reflect family members' beliefs regarding collective abilities to produce desired marketing outcomes for the family business. This paper contributes a conceptualisation of FBE as the basis for scale measurement and further empirical assessment of FBE on firm marketing performance.

**Keywords:** Marketing capabilities, Social cognitive theory, Family business, Self-efficacy, Collective efficacy, Family business efficacy

## **1 Introduction**

Family businesses represent the oldest and most dominant form of business organisation (Miroshnychenko et al., 2021). In today's competitive environment, growth and survival of family firms depends significantly on the extent to which they can build, extend or reconfigure organisational capabilities in response to rapidly changing environments (Baykal, 2019). Family members' belief in their unified efforts to organise and execute courses of action can be instrumental in meeting business challenges and realising goals (Bandura, 1997).

The sustainability of family firms is influenced by tensions between traditional values and innovation or stability versus proactiveness (Erdogan et al., 2011) and the extent to which they can be responsive and develop dynamic capabilities (Baykal, 2019). Dynamic capabilities represent a distinct organisational-level phenomenon that allow firms to build, transform, extend and reconfigure ordinary organisational capabilities in response to rapidly changing environments (Zahra et al., 2006). Marketing assumes a key position within firm dynamic capabilities as marketing capabilities play a major role in generating knowledge on stakeholder needs, market competition and distribution channels (Barrales-Molina et al., 2014; Reimann et al., 2021).

Without the family perceiving themselves as being capable in marketing it is unlikely dynamic capabilities can be employed that are necessary to meet challenges and remain competitive. Marketing capabilities represent a range of distinct dimensions and knowledge, and expertise may be distributed among different family members. Planning and implementation of marketing decisions and the development of dynamic marketing capability is unlikely to occur without family members' perceptions about their collective ability. Some have noted the effect of "familiness" that reflects the

interaction of the family and business systems (Glyptis et al., 2021; Habbershon & Williams, 1999) to generate unique dynamic capabilities (Weimann et al., 2020).

While family firms confront the same challenges as nonfamily firms in terms of current dynamic and competitive environments, they also encounter unique problems and advantages associated with the distinctive nature of family businesses and the added elements that family involvement brings. While the involvement of the family can generate a unique set of resources with the potential to create competitive advantage (Habbershon et al., 2003; Ntounq et al., 2020; Vieira, 2020) it is contingent on different sources of efficacy that impact on shared understanding and beliefs among family members (Bandura, 1997).

Efficacy has been identified as a critical dimension enabling dynamic capabilities in different ways (Kevill et al., 2017; Wilkens & Sprafke, 2019). When groups are faced with challenges and problems the ideas and solutions that arise primarily evolve from collective efforts. Both dynamic marketing capabilities and self-efficacy focus on ability and capability (Haddad, 2019; Kevill et al., 2017); however, literature is scarce on the relationship between the two concepts, and limited attention has been paid to the role of self-efficacy in dynamic capabilities. The impetus for this research focuses on the shared beliefs in the collective capability to organise and execute business and marketing activities and to ensure future sustainability. At an individual level self-efficacy is identified as significant in enacting marketing dynamic capabilities (Kevill et al., 2017). Yet while much research has focused on the role of individual efficacy for instance in the development of new products, few studies have explored collective efficacy and its effect on marketing capabilities in family firms (Cheng & Yang, 2014).

Understanding family firm performance remains problematic in family firm research. Chrisman et al. (2005) questioned the extent to which research provides understanding of the causal linkages that underpin the effective management of family firms. The rationale for this research is based on advancing a comprehensive understanding of the distinct attributes of successful management and marketing in family businesses from a socio-cognitive perspective. Socio-cognitive theory assigns a prominent role to the perceived efficacy of families to manage the different aspects of familial relationships and the quality of family functioning (Bandura, 2006). Under this perspective behaviour is guided by self-efficacy and the person's perceptions of their ability to perform a behaviour and is identified as one of the key facets of psychological empowerment that plays a significant role in collective dynamic capabilities (Sprafke et al., 2012). The concept of efficacy has attracted increasing attention in research and practice as a major causal factor influencing variations in performance (Lyons and Bandura, 2019; Sanusi et al., 2018). The beliefs shared by members of a group in their collective strength are an integral factor in social cognitive theory (Bandura et al., 2011). When family members' individual self-efficacy beliefs are aligned it becomes a collective shared belief in its ability to produce a desired outcome (Bandura, 1997). The role that collective efficacy appears to play in influencing key organisational outcomes emphasises the need for improved understanding of how organisations can enhance it (Chen & Bliese, 2002; Li et al., 2020). While research and theory on human agency has principally focused on the individual exercise of influence, there is acknowledgement that individual lives are not enacted entirely autonomously but are rather dependent on collaborative efforts with others to realise outcomes (Bandura, 2006).

While there are many studies in the family business sphere aimed at broader understanding of different aspects, few have focused on the organisational psychology

aspects, including self-efficacy (Garcia et al., 2019; Porfirio et al., 2019; Reay, 2019; Wang et al., 2018). Despite the significant attention devoted to family business research, it remains an emerging field of study (Lopez-Fernandez et al., 2016; Payne, 2018). Research on efficacy beliefs in family business has attempted to explore dimensions of family business self-efficacy (FBSE) from a resource-based perspective and support the identification of critical success factors for a FBSE scale for succession planning (DeNoble et al., 2007). Even so DeNoble's (2007) research into FBSE did not specify requirements for the development of such a scale. Further, this work is focused only on insights from new business leaders and therefore the notion of Family Business Efficacy remains to be explored both at individual and collective level.

The majority of studies in the family business domain have addressed efficacy at the individual level, for instance family business self-efficacy from a social cognitive perspective (Garcia et al., 2019; Reay, 2019), or self-efficacy as a mediator (Sardeshmukh & Corbett, 2011; Wang et al., 2018) or a predictor (Hallak et al., 2012; Porfirio et al., 2019; Zellweger et al., 2011) of firm performance or succession. With the exception of Memili et al. (2015) who examined collective efficacy in family business as a moderator between altruism and role conflict, no studies to date have addressed family business efficacy at a collective level. Thus, despite the large body of research in family business, there is insufficient explanation of family firm performance that accounts for different influences and interactions within such firms and their impact on behaviour and cognition. No study has explored the role of collective efficacy in marketing capabilities on family business performance. Despite a body of research on dynamic capabilities in management and strategy, literature on dynamic capabilities in the marketing field remains limited (Barrales-Molina et al., 2014; Kachouie et al., 2018).

This paper investigates the concept of family business efficacy at a collective level as a novel construct that represents a significant gap in the literature in providing a theoretical foundation for family business research and promotion of future research. The central research question this study poses is: what are the different dimensions of family business efficacy beliefs that constitute members' belief in the collective ability of family members to achieve desired marketing outcomes and goals for the business?

The conceptualisation of Family Business Efficacy (FBE) in this paper suggests that it can be significant in enabling dynamic marketing capabilities. FBE is proposed as a new theoretical construct within the organisational psychology domain. It is defined in this study as the beliefs and perceptions regarding the family's collective ability to plan, organise and execute actions and deal effectively with pressures, challenges, threats and opportunities to the firm's business environment to produce the desired outcomes for the family business. Given the significance attached to unified beliefs and the role of group level efficacy on performance (Elms, 2019; Ouweneel et al., 2013; Winton & Kane, 2016), there is an imperative to define the concept of family business efficacy and identify the key dimensions.

This study makes a novel contribution to family business research in applying a socio-cognitive perspective and providing new insights on the importance of family business efficacy to firm performance. The development and validation of family business efficacy can support the evaluation of the performance of family firms and the influence of family business efficacy on performance.

## **2 Literature Review**

### **2.1 Dynamic Marketing Capabilities**

Marketing capabilities represent a complex set of resources and skills derived from processes of knowledge acquisition and their amalgamation with norms and values developed from organisational processes from across the entire organisation (Tuominen et al., 1997). Broadly, marketing capabilities can be divided into six functional areas: marketing management; marketing research; product development; channels of distribution; pricing; and promotion (Vorhies & Harker, 2000; Vorhies et al., 1999). Inward-focused marketing capabilities encompass marketing policies and interdepartmental coordination in the allocation of resources and organisational cohesion (Tuominen et al., 1999). Outward-focused incorporates marketing intelligence, positioning, target selection, segmentation, and the ability to develop relationships with external stakeholders including customers, suppliers, and distributors (Tuominen et al., 1997).

Market information capabilities allow organisations to sense and identify major demands from stakeholders (Kachouie et al., 2018). This is underpinned by market orientation (MO) that is characterised as a proactive process of identifying, comprehending and satisfying customers stated and/or latent needs (Narver et al., 2004). MO is primarily aimed at realising competitive advantage through the generation of customer value in a customer-focused organisation (Ellis, 2006).

Communication capabilities are an integral component of marketing capability which is associated with enhancing brand equity and promoting brand sales through increasing brand awareness and purchase intention. Family-based brand, image and reputation serve as significant resources that family businesses can draw on to communicate their distinct value propositions to customers and other stakeholders

(Craig et al., 2008; Spence & Hamzaoui Essoussi, 2010). These capabilities are also associated with enhancing external perceptions and transmitting family values through a family-based brand (Craig et al., 2008; Spence & Hamzaoui Essoussi, 2010).

## **2.2 Social Cognitive Theory**

Social cognitive theory assumes that cognitive, environmental and behavioural factors interplay to drive motivation. The central premise is that ‘people are self-organizing, proactive, self-regulating, and self-reflecting. They are contributors to their life circumstances not just products of them’ (Bandura, 2007, p. 1). Efficacy is a critical factor in self-management and refers to an individual’s belief in their capabilities, motivation and resources to successfully control events and actions and complete tasks. Efficacy beliefs are instilled and developed through key sources of information such as observational experiences, enacting mastery experiences, social persuasions and psychological and physiological states. Efficacy levels can facilitate or obstruct the motivation that influences a person’s ability to undertake challenging tasks (Bandura, 1997) and are thus a powerful predictor of human performance in the context of various organisational factors (Mumtaz & Parahoo, 2020; Ouweneel et al., 2013). Self-efficacy has been found to predict group performance (Bandura, 2000; Black et al., 2019; Lent et al., 2006). In small firms, self-efficacy has been found to be an important motivating factor for managers to engage in specific marketing practices such as selecting products, managing online marketing, optimising SEO, customer communications, monitoring external technologies or responding to customer needs (Kevill et al., 2017).

The theory proposes that proficient performance is guided by self-regulatory skills, including generic skills for ascertaining task demands, assessing different courses of action, setting interim goals, self-incentivising to maintain continued effort towards



challenging activities and managing stress. Furthermore, perceived efficacy not only directly impacts behaviour but also has a significant influence over other determinants, including outcome expectations, goals and ambitions, affective preferences and the perception of obstacles and opportunities in life (Bandura, 1997; 1995). This in turn can affect the individual choices and courses of action adopted, goals and challenges assumed (and commitment and effort towards them), expected outcomes, resilience and determination in the face of adversity, quality of emotional life, amount of stress or depression experienced when dealing with life demands and achievements realised (Bandura, 2006).

Perceived collective efficacy is believed to be found in the individual consciousness of group members in the form of trust in the group's capability (Bandura, 2006). Collective efficacy is 'the sense of mission and purpose of a system, the strength of common commitment to what it seeks to achieve, how well its members work together to produce results, and the groups' resiliency in the face of difficulties' (Bandura, 1997, p. 469). Collective family efficacy is considered particularly important for the younger generation, which is largely reliant on family social units when making important life choices, adapting to life challenges or completing complex tasks (Covarrubias et al., 2019; Fulgencio & David, 2013). The significance of family efficacy is rooted in the influence of the family in human functioning and development. The different roles within the family have numerous impacts on constraints imposed or how mutually supportive arrangements or bindings are defined (Caprara et al., 2004). As such, family efficacy reflects members' beliefs in different dimensions of collective efficacy. Collective family efficacy, in terms of the 'perceived operative capabilities of the family as a whole', emphasises a strong interconnected dynamic comprised of coordinated, interactive and collective operation (Caprara et al., 2004, p. 250).

Self-regulation is a central mechanism in this system dependent on people's beliefs in their personal efficacy (Bandura, 1997). Collective efficacy is an extension of the concept of self-efficacy in relation to the group or collective. According to Bandura (1982, p.143), 'perceived collective efficacy will influence what people choose to do as a group, how much effort they put into it, and their staying power when group efforts fail to produce results'. While it is a group-level belief, collective efficacy does not represent a simple aggregation of individual members' self-efficacy beliefs (Tafesse & Korneliussen, 2021; Yun, 2007). Moreover, collective efficacy can be greater than the sum of members' capabilities in terms of a strong collective functioning that optimises resources. The opposite can be proposed, in which collective relations are characterised by competition or conflicts that undermine teamwork and overall efficiency (Yun, 2007). Further, a person's beliefs in collective efficacy impacts multiple factors: the visualisation of possible scenarios that they commit to; the management of resources; decision-making processes; and motivation, effort or enthusiasm. Such aspects are vital to effective team functioning and achievement of collective goals (Bandura, 1997). Research has evidenced a positive link between collective efficacy and performance (Elms, 2019; Li et al., 2020; Tafesse & Korneliussen, 2021).

Some studies have shown that at individual level self-efficacy is significant in enacting marketing dynamic capabilities (Kevill et al., 2017). In particular research underlines the relationship between creative efficacy and marketing capabilities. Higher success in creative tasks is associated with people's belief in their ability to perform them (Gist & Mitchell, 1992). Moreover, active experience of creative processes can heighten people's confidence in their capacity to be more creative in a particular situation (Karwowski, 2011; Tierney & Farmer, 2002). While much research has focused on the role of individual creative efficacy in the development of new products,

few studies have concentrated on creative efficacy at the collective level (Cheng & Yang, 2014). Nevertheless Liu et al. (2015) identify collective creative efficacy as a key predictor of creative performance, defined as an individual's belief in the ability of a team to produce creative results. Group social interactions have been found to affect collective creative production (Hennessey & Amabile, 2010). The success of new product development is largely determined by team ability to generate creative ideas and develop them into products and services that target a particular market (Godart et al., 2015).

Studies have further found a positive link between entrepreneurial self-efficacy (ESE) and marketing capabilities (Snell et al., 2015). ESE identifies the extent to which entrepreneurs have confidence in their entrepreneurial skills to complete prospective tasks and projects (Boyd and Vozikis, 1994; Chen and Zhou, 2017). Given that efficacy beliefs foster intrinsic motivation by developing perceptions of self-competence (Bandura, 1982; Ryan and Deci, 2000), ESE may reflect intrinsic motivation to engage in activities such as marketing. Those with high ESE are more likely to guide their firms to achieve growth through entrepreneurial tasks such as marketing than those who lack ESE and are more likely to engage in relational marketing practices that promote customer engagement and loyalty (Snell et al., 2015).

### **2.3 Family Business Efficacy**

The notion of family efficacy represents a distinct form of collective efficacy. Family business efficacy (FBE) is a relatively new construct drawing on the notions of family efficacy and collective efficacy and for the purpose of this study is defined as the beliefs and perceptions of the family's collective ability to plan, organise and execute actions and deal effectively with pressures, challenges, threats and opportunities to the firm's

business environment to produce desired outcomes for the family business. FBE refers to each family member's assessment of the family's collective capability. It is proposed as an organisational construct that refers to beliefs about the collective abilities of the family unit in different aspects of planning, management and operations of the family business under different business situations. Further, FBE can refer to family members' beliefs and perceptions of the family's capability to deal effectively with pressures, challenges, threats and opportunities to the firm's business environment (Bandura, 2000). Bandura (1997) maintained that the efficacy construct is relevant within the organisation at the group level. Family business efficacy is theorised as a significant predictor of family business performance.

Several authors have emphasised the application of social cognitive theory to organisational contexts, strategy and management decision-making (Bandura, 1997; Hambrick & Mason, 1984). Literature suggests that senior management have a direct influence on firm performance, and this is in turn underpinned by their self-efficacy. High efficacy beliefs influence greater efforts, efficient working and higher levels of concentration (Bandura, 1997). Bandura et al., (1999) emphasise the relationship between efficacy and performance in terms of the link between group regulation processes related to intentions based on collective goals and commitment which impacts on action in terms of collective decision-making and effort. This interaction can be influenced by the situational context and opportunities for mastery and performance. In other words, the extent to which the family context allows development of positive efficacy beliefs through modelling and mastery. Specifically, Bandura (2000) identifies a number of sources of collective efficacy: past performance achievement, vicarious experiences, verbal persuasion, and physiological or emotional arousal. Family members can draw on information about the family's competence through direct and

indirect aspects of family business functioning, such as previous performance, successes, failures and communication. In addition, family business efficacy can reflect perceptions about the availability of resources to achieve goals (Tasa et al., 2007). High family business efficacy can cause family members to have strong self-efficacy and a high level of resource availability, which in turn increases motivation, effort and performance. Low family business efficacy can have a negative effect wherein perceptions of the low availability of resources can generate feelings of helplessness, resulting in decreased engagement and performance. Comparable to self-efficacy, it is proposed collective efficacy can result in ensuring behavioural regulation processes through increased self-control and positive outcome expectations (Tasa et al., 2007).

FBE thus extends family members' individual efficacy to beliefs about joint efforts and results. The expectation is that belief in family business efficacy can influence willingness towards family orientated behaviours in succession, managing conflict and business challenges. FBE is theorised as a significant predictor of family business performance drawing on evidence on collective efficacy to underline the relationship between FBE and firm performance. A key assumption is that FBE can influence how family members use firm resources and how they initiate behaviour, the degree of motivation and how long the family can sustain efforts particularly during challenging times. Strong belief in family efficacy can reflect family members' belief in individual capabilities and the collective ability of family members to achieve desired performance outcomes and goals for the business. In order to test these assumptions, it is necessary first to conceptualise and validate FBE as a construct.

### **3 Research Methodology**

This research employs a qualitative approach to explore and conceptualise the concept of FBE. By adopting an exploratory approach, this study sought to operationalise “Family Business Efficacy” (FBE) while assessing its approaches in social cognitive dimensions. The qualitative approach also ensures the reliability of direct experiences of the targeted population of participants, while contextualising the meaning making approaches of the participants in their everyday life.

Qualitative data is generated through semi-structured one-one interviews with founders and CEOs of family businesses. This approach allows for in-depth data by exploring the experience and attitudes of top management and employees to provide the basis for conceptualising FBE and identification of key dimensions. The study samples CEOs and founders of family businesses in the UK and Saudi Arabia employing a purposive and convenience strategy. The sample was evenly balanced consisting of 12 CEOs and founders from the UK and 12 from Saudi Arabia as shown in **Error! Reference source not found..**

**[INSERT TABLE 1 HERE]**

Both countries are significant in terms of concentration of family business therefore their selection can expand knowledge on the current economic reality for family businesses. Family firms represent two-thirds of all businesses globally and generate more than 70 percent of annual global GDP (FFI, 2019). The UK is the sixth largest economy in the world (IMF, 2020) and family firms have a strong presence, comprising 87.6% of businesses and generating a third of GDP (IFB, 2020). One-fifth of the largest businesses in the UK are family owned. Family firms are thus a driving force in every region and industrial sector and account for 50% of private sector

employment (IFB, 2020). The choice of an Arab country and Saudi Arabia is related to several relevant factors: family businesses are the dominant business model in the Arab world, comprising more than 80% of Gulf companies and 63% of total operating enterprises in Saudi Arabia (Family Business Forum, 2019); Saudi Arabia ranks as a top twenty global economy (World Bank, 2019); it also has the highest number of family businesses included in the top 100 family firms in the Gulf (Forbes, 2019). This establishes Saudi Arabia as a suitable research context for investigating family businesses and the factors that influence their performance, based on a rich heritage of family operations and experience gained over generations.

The goal of this study was to conduct an overall analysis of FBE with the aim to provide a combined perspective based on a sample from two countries. In including perspectives from two national and cultural contexts, a richer, more diverse view of the concept of family business efficacy can be obtained, while also enabling a triangulation of views and the identification of similarities and common themes. Viewed in terms of Hofstede's (1991) cultural dimensions, the two sampled countries provide a contrasting cultural context. The UK is a highly individualist society that is comfortable with uncertainty and ambiguity, masculine in terms of being highly success oriented and goal driven and possessing strong beliefs that power distance and inequalities between individuals should be minimised (Hofstede, 2021a). In contrast Saudi Arabia is a collectivist society that values long-term commitment to the member 'group', is highly uncertainty avoidant maintaining rigid codes of belief and behaviour, highly accepting of power distance and a hierarchical order and similarly masculine in terms of goal orientation (Hofstede, 2021b). Combining data from both of these contexts can support the provision of an overall perspective of the concept of FBE.

To sample participants and collect the data a list of family businesses in the UK was obtained from the Amadeus database, a widely acknowledged source of information on firms' ownership structures. Both lists were then sampled to identify participants in a process that employed a purposeful strategy to select companies with variation in the number of employees, firm size and industry type. A total of 24 companies formed the sample for both countries. In the UK 12 companies comprised 2 micro-enterprises with less than 10 employees; 7 small firms with between 11-22 employees; and 3 medium sized firms with 55-65 employees. The companies represented a range of sectors: transportation, food, retail, and manufacturing. In Saudi Arabia the remaining sample comprised: 1 micro enterprise with 4 employees; 4 small firms with between 17-48 employees; 5 medium sized with between 44-110 employees; and 2 large firms with between 250-450 employees. The companies operated in a wide range of sectors: food production, design, retail, manufacturing and construction.

Interview results were analysed thematically employing an inductive-deductive process to identify the patterns and meanings based on established procedures (Braun & Clarke, 2006). The data sets from both countries were first analysed separately before being consolidated to present an overall analysis. Open and axial coding processes (Strauss & Corbin, 1998) generated in-vivo codes and first and second order themes which formed the basis for the family business efficacy (FBE) framework. In open coding, important concepts were identified using in-vivo codes that drew on the authentic language used by participants. These concepts were grouped into higher order categories based on underlying similarities and termed first-order themes. Axial coding was employed to uncover relationships between and among the first-order categories and assembled into second-order themes. These second-order themes pointed to eight distinct dimensions of family business efficacy (FBE).



Ensuring the validity and reliability of the findings emerging from this study focused on measures to enhance the credibility, transferability and dependability of the qualitative data (Lincoln & Guba, 1985). Credibility addresses the congruence of the research findings with reality (Merriam, 1998) and is reinforced in this study by adopting well-established research methods to collect the data (Yin, 1994) and the use of a broad range of informants and data sources from across different organisations and research contexts that provides a level of triangulation (Guba, 1981). Member checks, considered one of the most significant measures for enhancing research credibility, were conducted with participants to assess the accuracy of the data (Lincoln & Guba, 1985). Transferability to wider populations and other research contexts (Merriam, 1998) is supported by the provision of detailed information on the boundaries of the study in terms of sample numbers and location, research methods utilised, and number and form of data collection sessions (Marchionini & Teague, 1987). Dependability in terms of the consistency and repeatability of the study findings was enhanced by a detailed reporting and description of the methods used that provides a broad understanding and enough information for the work to be repeated by other researchers (Lincoln & Guba, 1985).

#### **4 Results**

The results were first thematically analysed separately before being consolidated to present an overall view. The analysis revealed a number of first and second order themes which formed the basis for the family business efficacy (FBE) framework. In the open coding stage first-order themes were identified in terms of a range of different aspects as shown in Figure 1 which summarises the coding process and emergent themes.

**[INSERT FIGURE 1 HERE]**

Based on axial coding second-order themes pointed to eight distinct dimensions of family business efficacy (FBE) as shown in Table 2. These were: agree and commit to goals; ability to communicate effectively; acquire market and business knowledge; efficient decision-making; maintain external relations; master business challenges; control behaviour of family members to perform; and effort and endurance in addressing problems.

**[INSERT TABLE 2 HERE]**

#### **4.1 Agree and Commit to Goals**

Participants pointed to agree and commit to goals as one dimension that characterised FBE. The family's ability to set and agree challenging goals influenced the strength of efficacy beliefs and was associated with different factors of strong dedication, willingness and motivation to work towards these goals:

*'The commitment and dedication of employees and family members to achieving our goals can have an impact on confidence in our business. There should be a strong willingness to invest your time and energy, often beyond the call of duty, to make the business [a] success' (P2).*

High levels of self-motivation among family members to initiate and lead both action and change were viewed as positive determinants of confidence and FBE beliefs, which in turn would affect the performance of both employees and the business. Participants described the importance of the ability to identify and create consensus around changing or new goals that were responsive to emerging customer needs or integrated new market opportunities or product development.

## **4.2 Ability to Communicate Effectively**

FBE was also characterised in terms of effective communication between family business members with responses emphasising the ability to express views and provide feedback. Participants stressed the importance for confidence that family members were able to acquire and share different types of market information and data:

*'If we are able to communicate well we can all share important market information that is coming from different perspectives and different areas of expertise and adds to communal knowledge – that way we can be agile and responsive in our marketing response' (P12).*

Open and honest communication was consistently noted, believed to be essential for avoiding and resolving relationship conflicts and building trust:

*'Being able to communicate clearly and openly means that we have built up a high level of trust and that helps us to be confident in facing the challenges that inevitably arise' (P3).*

Effective communication was further depicted in terms of empathy and listening and being open to others' points of view and understanding their emotions and perspectives. For some participants, empathy represented an expression of respect and care for others, which could ultimately help to overcome any difficulties in the family organisation and its inherent relationships. Communication was also linked to being open to the new ideas and differing perspectives of family business members, particularly the younger generation.

## **4.3 Acquire Market and Business Knowledge**

Another key aspect of FBE was the ability of family business members to acquire market and business knowledge. This was principally associated with maintaining the

competitiveness of the business in dynamic and highly competitive business environments:

*'If we can learn about and understand what's going on in the external environment and gather critical business information, we can be confident that the business is prepared to face market changes' (P7).*

Emphasis was placed on knowledge of the organisation and in particular the skills and experience of family business members. Specific capabilities were identified to influence FBE beliefs related to in-house capacity to learn about and implement regulations properly and understand customers' and suppliers' changing needs:

*'This is critical for our marketing operations. If we have confidence in our ability to access marketing information and understand the market, then we are better equipped to adapt our marketing plans' (P14).*

#### **4.4 Efficient Decision-Making**

Efficient decision-making emerged as a key dimension of FBE associated with the ability for fast decision-making, planning and evaluating of decisions and joint leadership.

*'Our ability to be responsive and efficient when making marketing decisions is vital to maintaining the value of our brand as customer needs are changing quickly and we need to constantly respond to our competitors' (P9).*

Participants pointed to participation and transparency in decision-making processes that enabled options to be discussed and alternatives identified. These aspects were viewed to be important in building confidence, ensuring effective management of the firm and avoiding future problems over critical decisions. In particular there was consensus on the importance of role clarity among family business members to foster

good decision-making and avoid decision-making conflicts. Clarifying roles was viewed to help minimise the possibility of in-fighting and conflict, as it ensured that each member had clearly demarcated responsibilities. Role clarity could further remove the confusion which could potentially impact negatively on individual performance and in turn diminish collective performance.

#### **4.5 Maintain External Relations**

FBE was also described in terms of the collective ability to maintain external relations. Participants viewed that being able to foster and sustain good relationships and engage with key external stakeholders was likely to expand confidence that the business could maintain competitiveness in dynamic markets. This was because opening lines of communication and information provided possibilities to monitor and scan the external environment for opportunities and threats to the business and key factors that could impact marketing strategy:

*'I'm confident about the future of the firm when I know that we're efficiently engaging and leveraging our external business networks and relationships to sense changes and trends that may be advantageous for us' (P3).*

Acquiring and using the information obtained through business networks was identified to enable family business members to develop effective responses and plan future courses of action. Responses pointed to diverse sources for information and knowledge such as external stakeholders, formal and informal business networks, and business forums. In particular, suppliers and customers were perceived as critical sources that could help to enhance supplier and customer satisfaction and marketing performance:

*'We need to have confidence collectively to engage in diverse dialogue and interaction with customers and suppliers. Moreover, we can work better together to manage a wide range of relations and processes continuously and set clear roles. Without this our marketing activities can be less organised and focused'* (P8).

#### **4.6 Master Business Challenges**

A key dimension of FBE was confidence in the collective abilities of family business members to master business challenges. The influence of this dimension over collective efficacy beliefs was distinguished in several different ways. In terms of marketing capabilities, problem-solving emerged as a key theme linked to family abilities to scan and search the environment to identify problems and risks and “brainstorm” solutions and ideas to overcome them. Being able to understand changing consumer needs emerged as another challenge:

*'It's important we're able to cut out all the noise and information overload so that we can truly understand what customers are looking for'* (P20).

The ability to respond to technological innovation and challenges emerged as a consistent theme:

*'To be honest, I'm not sure we are coping well with social media. We feel a bit as if we are drowning; we don't have the competence to use it [to] our advantage, and to be frank, this is negatively affecting our confidence'* (P5).

Confidence in collective abilities was also linked to the monitoring of family skills and capabilities to ensure alignment with the business environment and skills development that contributed to and supported organisational growth.

#### **4.7 Control Behaviour of Family Members to Perform**

FBE was further characterised in terms of controlling the behaviour of family members to promote performance, linked to different factors and aspects that influenced efficacy beliefs. Controlling performance behaviour was associated with confidence that family members could influence responsive strategies and goals that addressed changing external marketing environments:

*'Our ability to adapt our marketing ideas and plans to our customers' changing requirements is essential to our long-term survival and we need to have strong capabilities in this area' (P21).*

Monitoring performance and providing feedback and guidance emerged as a key theme believed to enable effective control and contribute to performance. Participants also linked this dimension to the ability to create confidence and trust among family members which was noted to promote individual performance that in turn enhanced collective performance. Providing support and encouragement was viewed to be a key element that enhanced trust and confidence between family business members.

#### **4.8 Effort and Endurance in Addressing Problems**

The participants pointed to the comprehensive idea of perseverance among family members in terms of effort and endurance in addressing problems as a key dimension of FBE. Such perseverance was described as the need for commitment and persistence in successfully owning, managing and marketing a business, especially when the business is facing difficulties or challenges. Participants noted that sustained activity was needed to support the business to overcome challenges and see through and affect business and marketing strategies associated with continuous exploration and experimentation and the commitment of time and resources to solving problems:

*'We have to be confident that we're able to experiment and consider and delve into new ideas that can help us to enhance value for our customers or that helps us learn better about them' (P13).*

Another view underlined that efficacy beliefs were linked to resilience and the ability to tolerate failure to build a family business capable of surviving for generations.

[INSERT FIGURE 2 HERE]

Figure 2 summarises the eight distinct dimensions of family business efficacy (FBE) identified in these results.

## **5 Discussion**

This study investigated perceptions of family business efficacy among CEOs and founders of family businesses in order to develop a new domain-specific construct. While collective efficacy has been evidenced in different business and social contexts as a significant predictor of different performance dimensions (Elms, 2019; Li et al., 2020; Winton & Kane, 2016), until now the role of collective efficacy in family businesses has received little attention. The application of socio-cognitive theory and efficacy informed new insights into family firm performance. There is a need to understand the importance of efficacy at a collective level in family firms and its effect on firm performance. The conceptualisation of family business efficacy (FBE) based on the results in this paper represents an initial step in order to isolate key constituent dimensions and address family business efficacy as a distinct collective construct.

The qualitative evidence from this paper suggests that FBE can be viewed along multiple distinct dimensions: belief in the ability to agree and commit to goals; to communicate effectively; efficient decision-making; acquire market and business



knowledge; maintain external relations; master business challenges; control behaviour of family to perform; effort and endurance in facing problems. Participants identified FBE in terms of eight key constructs that underpinned their beliefs and perceptions regarding the family's collective abilities to produce desired outcomes for the family business. These dimensions reflected perceptions of collective abilities of the family unit in different aspects of planning, management and operations of the family business under different business situations.

The conceptualisation of FBE in this paper provides a novel insight into efficacy in family firms both at the collective level and in terms of collective abilities for managing the firm and its marketing capabilities. Until now family efficacy has been addressed either in terms of self-efficacy focused on respect of succession planning (DeNoble et al., 2007) or in terms of collective efficacy as a moderating factor for role conflict (Memili et al., 2015).

The dimensions identified in this study are consistent to some degree with studies that have addressed self-efficacy or collective efficacy in family firms. Firstly, maintaining external relations is consistent with DeNoble et al.'s. (2007) social capital dimensions associated with Family Business Self-Efficacy (FBSE). Business relationships both internal and external are key elements of FBSE for succession planning. The findings of this study thus underscore the importance of maintaining external relations at a collective level that underpins belief in family firm marketing capabilities. Socio-cognitive theory suggest the influence of verbal persuasion of collective efficacy beliefs. This points to a family relations context that emphasises mentoring and building confidence, collectively overcoming thoughts of self-doubt, and encouraging positive thoughts (LeVan, 2010).

The dynamic is consistent with efficacy research by Kevill et al., (2017) who shows that self-efficacy was influential in enactment of external relations such as liaising with external technical or design teams to influence or direct online branding. This would suggest that stronger family business efficacy on this dimension enables greater strengthening of supplier relationships (Denison et al., 2004; Simpson et al., 2006) and encouraging closer dialogue with customers (Sirmon & Hitt, 2003). Day (1994) argues that marketing capabilities empower organisations to develop sustainable bonds with its customers. The result is not surprising given the role of external relations in marketing management (Moller et al., 2020; Wilkinson, 2010). Literature shows that access to information and knowledge and the ability to detect, sense and foster change can affect possibilities and opportunities for creation and discovery (Nonaka & Toyama, 2007) and the reconfiguration of business models to address changing environments (Dayan et al., 2019). Thus, maintaining external relations could be vital to the broad and diverse acquisition of knowledge that enables the interpretation of market signals or technological developments (Hart & Sharma, 2004; Teece, 2019). High levels of FBE in this dimension may therefore reflect the collective ability to acquire and maintain trust-based collaborative relationships with various external stakeholders (Hart & Sharma, 2004), and to establish an effective scanning strategy to learn and interpret sustainable signals (Robinson & Simmons, 2018; Sharma et al., 2007).

The FBSE dimension of family relations (DeNoble et al., 2007) is consistent with the FBE dimension in this study of controlling behaviour of family members. Both underscore relational processes between family members as significant for efficacy beliefs. These results suggest that collective efficacy beliefs in terms of relations are directed towards monitoring and influencing family members. Controlling behaviour of family members is a key dimension that is consistent with broader literature on collective

efficacy. Hipp's (2016) study of collective efficacy for neighbourhoods identified social control as a dimension reflecting the capacity for a group to "regulate its members according to desired principles-to realize collective, as opposed to forced, goals" (p.33). Collective abilities in this dimension may be important because family businesses are associated with strong emotional attachments, intergenerational expectations, a history of past conflicts and psychological ownership that can all influence and impinge on business imperatives and decision-making (Cadbury, 2000; Howorth & Kemp, 2019). Social cognitive theory states that affective states and emotions contribute to the formation of self-efficacy beliefs in either a positive or negative way (Bandura, 1997). Monitoring and control and the way that it is applied could influence the quality and strength of emotional attachment members feel towards the family business which in turn could generate positive or negative feelings of collective efficacy.

Monitoring and control can thus enable family businesses not only to address issues at an emergent stage but also to enable the business to grow through fostering efficient management (Howorth & Kemp, 2019) of marketing functions. In terms of family control behaviour this suggests that high levels of FBE can be determined by the ability to plan, monitor and control (Oliveira et al., 2017) marketing activities and operations, ensure clarity in relation to roles, rewards and responsibilities (Howorth & Kemp, 2019; Suess-Reyes, 2017), and to provide group level goal feedback (Baker, 2001; Kozlowski & Ilgen, 2006). Further this reflects the degree to which family members believe they can influence a particular goal or strategy in response to changes in the external marketing environment. According to social cognitive theory high self-efficacy in an unresponsive environment will enhance individuals' efforts in respect of change or they will make the decision to change their goals (Bandura, 1997). Strong FBE on this domain means family members collectively feel capable of adapting

marketing plans based on different situations. This suggests the importance of access to information, expertise, effective channels of communication and decision-making processes and clear marketing roles (Zachary et al., 2011).

Furthermore, FBE at a collective level emphasises beliefs in respect of ability to communicate effectively with family members. Results pointed to the importance of the ability to organise and share different types of market data so that it can be used to adapt and shape marketing decisions. FBE on this dimension can impact on enactment of knowledge and information processes and willingness and motivation for family members to share marketing knowledge. The finding is also consistent with studies that show that relational and information-sharing practices impact positively on development of commitment (Meyer & Allen, 1997; Pare´ & Tremblay, 2007). Moreover, the relational dimension of FBSE also identifies family involvement as a key sub-construct for self-efficacy of successors. In this study FBE emphasises family involvement at a collective level in respect of two distinct dimensions: ability to agree and commit to goals and to engage in efficient decision-making. Dynamic changing environments have implications for marketing goals and objectives (Reimann et al., 2021). Therefore, in terms of agreeing and committing to goals strong FBE on this dimension can translate to optimal goal agreement in terms of changing or new goals to respond to product development goals, new customer needs, exploring new market or cost opportunities, or adopting more differentiated positions (Atuahene-Gima et al., 2005; Lamore et al., 2013). These dimensions are consistent with Bandura (2000; 1997) who highlights group commitment and motivation and effort towards goals as vital to team efficacy and achievement of collective goals. Wood and Bandura (1989) stress the significance of goals in terms of their strong motivational effects and impact on positively directed effort and beliefs in capabilities. Strong FBE beliefs may depend on

the ability to set explicit and challenging goals, shown to enhance and sustain motivation (Locke et al., 1984; Mento et al., 1987), as well as incorporate attainable sub-goals that enhance beliefs in capabilities and increase interest in goal-directed behaviour (Bandura & Cervone, 1986; Locke et al., 1984). Social cognitive theory asserts that experience in successfully attaining smaller goals builds efficacy beliefs in being able to achieve larger goals (Bandura, 1982).

The implication of effective decision-making is that stronger FBE on this dimension reflects belief in the ability to prepare and engage in proactive and efficient decision-making in terms of product decisions, product inputs, advertising decisions and marketing, response to competitors or reacting to customer needs. This is underpinned by belief in capabilities to gather relevant information, identify alternatives, consider the evidence and take action. Thus, collective efficacy influences a family firm's ability to adapt and change its marketing strategies in response to market conditions. Social cognitive theory holds that decision-making in terms of information acquisition, assessment and choice is influenced by affective, motivational and other self-referent aspects as well as cognitive (Wood and Bandura, 1989). The importance of effective decision-making in FBE may be influenced by the family business context: on the one hand the unique configuration of relations, resources and capabilities characteristic of family firms can promote well-established decision-making processes (Habbershon & Williams, 1999); on the other negative cultural aspects such as family inertia can undermine decision-making in relation to innovation activities and performance (Chirico & Nordquist, 2010; Larsen & Lomi, 2002). High levels of FBE beliefs may depend on the participation of family business members in decision-making (Chirico & Nordqvist, 2010), the availability of information (Eisenhardt, 1989) and the quality of

family relationships that can impact on speed of decision-making and capability of firms to respond to the market environment (Sirmon & Hitt, 2003).

Further these results underscore a cognitive dimension that is consistent with some aspects of the existing literature in this area. A social cognitive perspective acknowledges the critical influence of cognitive processes within individual and collective motivation and action. Learning is regarded as acquiring knowledge through cognitive information processes. Nevertheless, how people process and act on the information available is dependent on their own distinctive personal characteristics (Stajkovic & Luthans, 2003). The FBE dimension of acquiring market and business knowledge is consistent with DeNoble et al.'s (2007) human capital and resource-based perspective and importance of tacit firm-specific knowledge, industry knowledge, and general business knowledge. This is consistent with previous evidence that underlines the importance of knowledge processes to efficacy beliefs. The development of cognitive competences, knowledge and skills has been shown to have a direct influence on efficacy beliefs (Bandura, 1997). Evidence indicates that efficacy is linked to knowledge and cooperation practices including co-ordination, communication (Borgogni et al., 2010), and co-operation and motivation to share knowledge (Chen & Lin, 2013; Hsu et al., 2007). Thus, family members' efficacy reflects their confidence and belief in their collective knowledge and intelligence or ability to access such knowledge, and influences confidence and proactive engagement in product development and pricing. Findings by Kevill et al., (2017) would suggest belief in ability to access external market knowledge influences the enactment of proactive advertising strategies, new product development and pricing decisions. Belief in market information capabilities can influence greater awareness and responsiveness both to market needs and competitors (Tokarczyk et al., 2007).

Access to multiple dimensions of knowledge and learning is critical to dynamic capabilities, innovation and maintaining competitiveness (Grant, 1996; Teece, 2019). In particular the dynamic capabilities of family firms are linked to multiple dimensions of knowledge and learning, culture, and self-efficacy. Knowledge is a key element of dynamic capabilities that allows organisations to be innovative and maintain competitiveness (Grant, 1996). This suggests that higher levels of FBE on this dimension may depend on family members' capabilities to access specialised and quality knowledge and firms' ability to implement learning mechanisms (Barros et al., 2016). Research by Brinkerink (2018) points to constraints among family businesses in terms of willingness to absorb searched external knowledge.

Two dimensions of FBE identified in this study underscore efficacy beliefs in respect of the family's ability to problem solve, distinguished in terms of mastering business challenges and effort and endurance in addressing problems. Social cognitive theory provides insight into how a sense of collective efficacy may develop through the combined abilities to master business challenges. It posits that the development of perceived efficacy is significantly influenced by mastery experiences and the extent to which they are successful, as the authentic evidence they provide forms one of the most impactful sources of efficacy information (Bandura, 1997; Wood & Bandura, 1989). The strength of the mastering dimension reflects the extent to which family firms are able to master marketing challenges such as understanding changing consumer behaviour, maintaining pace with technological developments, information overload and pressure on marketing resources. FBE influences the effort and motivation to focus and proactively explore alternatives and experiment and examine solutions. There is support in the literature which shows that collective efficacy in family firms can act as a source of encouragement and support to endure and overcome obstacles (Chang et al.,

2009), mitigate negative emotions that result in conflict (Taylor & Bryant, 2007) and allow for greater focus on problems (Memili et al., 2015). Ye et al., (2008) show that values of perseverance can play a major role in sustaining the long-term commitment of family members to the business. Research also shows that collective efficacy among teachers promoting high expectations for success influences greater persistence and resolve in approaching their work (Donohoo et al., 2018). In terms of marketing capabilities this dimension of FBE reflects family members' beliefs in relation to their ability to explore and experiment with new ideas to either shape and develop competitive value propositions or draw out in-depth customer insights and experiences in changing contexts.

From a resource-based perspective these different dimensions of family business efficacy have key resource implications in order to build a 'resource' of collective efficacy that is valuable and non-substitutable (Kellermans et al., 2016; Rau, 2014). For example, to build collective efficacy in mastering business challenges family members need time to experiment and make mistakes collectively. To make efficient decisions, maintain external relations and acquire market and business knowledge time is needed to build trust and maintain positive relations as well as time to support each other and time to reflect. Their ability to communicate effectively and agree and commit to goals entails that family members have time to give feedback and support.

The conceptualisation of FBE and identification of key dimensions provides a basis to explore and establish its role in family business and firm performance. Further empirical testing and verification will allow for development of an FBE measurement scale that can be used to identify and understand domains of efficacy and contribute to the identification of strengths and characteristics which influence the functioning and performance of family businesses.



## **6 Conclusion**

So far, the interconnected and complex dynamics of family businesses have necessitated a broader and deeper understanding of the constructs that influence dynamic business and marketing performance. Given the dominant role of collective efficacy for performance outcomes, family business efficacy (FBE) extends family members' individual efficacy to beliefs about joint efforts and results within family firms. A central premise of this paper is that strong belief in family efficacy can reflect family members' belief in individual marketing capabilities and the collective ability of family members to achieve desired marketing outcomes and goals for the business.

The findings offer both theoretical and managerial implications. These findings contribute to the literature by highlighting the crucial role of collective efficacy and the relationship between family business efficacy and marketing capabilities. The findings strengthen the importance of collective efficacy and draw attention to practitioners to consider measurement and socio-cognitive mechanisms that enhance collective beliefs in family members' capabilities across different performance domains. Moreover, the study offers a novel insight into conceptualisation of Family Business Efficacy and identification of dimensions that support a distinct form of collective efficacy in family firms. The findings illuminate the collective role and beliefs of family members in dynamic marketing capabilities. These qualitative insights emphasise the importance of understanding the role and micro-foundations of collective efficacy in family businesses and provide foundation for exploring in greater depth efficacy interactions and sources of efficacy that underpin FBE and impact on firm marketing performance. This paper contributes a conceptualisation of FBE as the basis for scale measurement of characteristics for collective efficacy beliefs to inform further empirical

assessment of FBE on firm marketing performance. Further the qualitative findings identify potential dimensions for further investigation and validation of a new theoretical construct and measurement scale for family business efficacy.

In terms of managerial implications, the findings underscore the centrality of collective efficacy beliefs of family members to the firm's business and marketing efforts. Managers should consider FBE as a critical lever for optimising dynamic marketing capabilities and explore measures to enhance family members' collective capabilities across the eight dimensions identified as a basis for building a collectively efficacious family. Family and external relations form a key basis for FBE that implies the promotion by managers of an environment that fosters positive interpersonal relations and that allows for mentoring and communication between family members, and opportunities for them to talk and relate to each other. Fostering such conditions would be consistent with Garcia et al., (2019) who show that family business self-efficacy is dependent on successor perceptions of family relationships and support.

Enhancing FBE by controlling family member performances suggests that managers need to consider optimising the governance culture in the family firm to facilitate and promote collective feedback, goal-setting and commitment to goals and mechanisms that enable visions and values to be transmitted to members. This is in line with the literature which shows that the participation of family business members in family business governance, planning and control systems is likely to enhance efficacy beliefs (Howorth & Kemp, 2019; Oliveira et al., 2017). Minimising ambiguity and promoting shared understanding of marketing goals could strengthen the relationship between family business efficacy and marketing performance. Internalisation of goals and values links to increased willingness to exert effort for the organisation and work with other family members to ensure its future sustainability (Handler, 1989; Mayer &

Schoorman, 1992). Likely to underpin these efforts is effective communication between family members, another dimension that enhances efficacy beliefs. Findings showed that being able to effectively share knowledge and information promoted collective efficacy beliefs among family members. This places some emphasis for managers on evaluating communication mechanisms to ensure the stimulation of a continuous exchange of information between family members that allows different types of data and information to be shared in different ways. A key aspect of this is promoting trust and relations. A resource-based view further emphasises the importance of ensuring the systems and technologies are available to facilitate and promote information exchange.

The findings suggest the need to foster effective group decision-making practices. For managers this underlines the optimisation of systems that facilitate market intelligence gathering and information sharing, idea generation, the evaluation of options, discussion and feedback among family members. This can counter the secrecy and constraints from lack of information that Benson (1989) shows can be present in family firms and support the development of efficacy beliefs in marketing capabilities. In this study mastering business challenges also builds collective efficacy which emphasises the promotion of problem-solving, experimentation, the ability to make mistakes and explore alternatives and solutions. At a psychological level managers might consider enhancing collective efficacy by addressing feelings of anxiety and fear of failure and encouraging family members' willingness to take risks (Frank, 2011). Enhancing effort and endurance to make mistakes and keep going may be guided by the development of strong, clear goals. Measures should be explored for reducing uncertainty and promoting shared understanding of marketing goals and raising collective awareness of the business environment. This is consistent with Wright (2004) whose findings indicate that ambiguity can have a negative effect on work motivation.

Evidence shows that family members perceive a significant alignment of interests with the family business based on identification with organisational values and goals (Meyer & Herscovitch, 2001). Further, there is implication for managers to assess and optimise reward systems to foster support and strengthen collective efficacy beliefs. Extrinsic and intrinsic rewards form a key part of what is identified in literature as interest alignment and the degree to which family members are motivated to behave in line with the organisational goals (Gottschalg & Zollo, 2007).

Finally, the limitations of the study point to future avenues of research. Due to practical and time constraints this study conducts an initial overall analysis of FBE that combines the data from a sample of two countries. While these represent two distinct cultural and business contexts a cross-cultural analysis to assess the differences in perspectives of FBE is not undertaken. There is scope for future research to broaden the representation of countries and sample size to strengthen the validity and evidence across different contexts and further to undertake a cross-cultural analysis that compares and clarifies the similarities and differences in FBE across these contexts. Further, it should be acknowledged that the sample was based on one participant from each firm that was the CEO or founder. The findings therefore reflect the perspectives and interpretations of FBE from a single senior family member of the firm. Further research should aim to sample a larger number of family members from each company. Moreover, as the findings rely on qualitative data based on a small sample the findings can only infer causality between FBE and family firm marketing capabilities and performance. From the perspective of further research, there are a number of possible avenues that may also be explored. Further research may be warranted to examine the relationship between FBE and family business marketing performance over time. Future research could explore multigroup analysis to provide empirical insight into differences

in efficacy perceptions between different groups of family business members such as parent/child dyads, founder generations and younger generations and other groups.

## References

- Atuahene-Gima, K., Slater, S. F., & Olson, E. M. (2005). The contingent value of responsive and proactive market orientations for new product program performance. *Journal of Product Innovation Management*, 22(6), 464-482.
- Baker, D. F. (2001). The development of collective efficacy in small task groups. *Small Group Research*, 32(4), 451-474.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37(2), 122.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. Freeman.
- Bandura, A. (2000). Exercise of human agency through collective efficacy. *Current Directions in Psychological Science*, 9(3), 75-78.
- Bandura, A. (2006). Toward a psychology of human agency. *Perspectives on Psychological Science*, 1(2), 164-180.
- Bandura, A. (2007). Reflections on an agentic theory of human behavior. *Tidsskrift-Norsk Psykologforening*, 44(8), 995.
- Bandura, A. (Ed.). (1995). *Self-efficacy in changing societies*. Cambridge University Press.
- Bandura, A., & Cervone, D. (1986). Differential engagement of self-reactive influences in cognitive motivation. *Organizational Behavior and Human Decision Processes*, 38(1), 92-113.
- Bandura, A., Caprara, G. V., Barbaranelli, C., Regalia, C., & Scabini, E. (2011). Impact of family efficacy beliefs on quality of family functioning and satisfaction with family life. *Applied Psychology*, 60(3), 421-448.
- Bandura, A., Freeman, W. H., & Lightsey, R. (1999). Self-efficacy: The exercise of control. *Journal of Cognitive Psychotherapy*, 13(2), 158-166.
- Barrales-Molina, V., Martínez-López, F. J., & Gázquez-Abad, J. C. (2014). Dynamic marketing capabilities: Toward an integrative framework. *International Journal of Management Reviews*, 16(4), 397-416.
- Barros, I., Hernangómez, J., & Martin-Cruz, N. (2016). A theoretical model of strategic management of family firms. A dynamic capabilities approach. *Journal of Family Business Strategy*, 7(3), 149-159.
- Baykal, E. (2019). Family firms and the effects of organizational culture on their innovation. In *Strategy and Superior Performance of Micro and Small Businesses in Volatile Economies* (pp. 207-226). IGI Global.
- Black, J., Kim, K., Rhee, S., Wang, K. & Sakchutchawan, S. (2019). Self-efficacy and emotional intelligence: Influencing team cohesion to enhance team performance. *Team Performance Management: An International Journal*, 25(1/2), 100-119.
- Borgogni, L., Petitta, L., & Mastrorilli, A. (2010). Correlates of collective efficacy in the Italian Air Force. *Applied Psychology*, 59(3), 515-537.

- Boyd, N. G., & Vozikis, G. S. (1994). The influence of self-efficacy on the development of entrepreneurial intentions and actions. *Entrepreneurship Theory and Practice* 18, 63–77.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brinkerink, J. (2018). Broad search, deep search, and the absorptive capacity performance of family and nonfamily firm R&D. *Family Business Review*, 31(3), 295-317.
- Cadbury, S. A. (2000). *Family firms and their governance: Creating tomorrow's company from today's*. Egon Zehnder International.
- Caprara, G. V., Regalia, C., Scabini, E., Barbaranelli, C., & Bandura, A. (2004). Assessment of filial, parental, marital, and collective family efficacy beliefs. *European Journal of Psychological Assessment*, 20(4), 247-261.
- Chang, E. P., Memili, E., Chrisman, J. J., Kellermanns, F. W., & Chua, J. H. (2009). Family social capital, venture preparedness, and start-up decisions: A study of Hispanic entrepreneurs in New England. *Family Business Review*, 22(3), 279-292.
- Chen, G., & Bliese, P. D. (2002). The role of different levels of leadership in predicting self-and collective efficacy: Evidence for discontinuity. *Journal of Applied Psychology*, 87(3), 549-556.
- Chen, M. L., & Lin, C. P. (2013). Assessing the effects of cultural intelligence on team knowledge sharing from a socio-cognitive perspective. *Human Resource Management*, 52(5), 675-695.
- Chen, Y. & Zhou, X. (2017). Entrepreneurial self-efficacy and firms' innovation behavior: the negative mediating role of social capital. *Social Behavior and Personality*, 45, 1553–1562.
- Cheng, H. H., & Yang, H. L. (2014). The antecedents of collective creative efficacy for information system development teams. *Journal of Engineering and Technology Management*, 33, 1-17.
- Chirico, F., & Nordqvist, M. (2010). Dynamic capabilities and trans-generational value creation in family firms: The role of organizational culture. *International Small Business Journal*, 28(5), 487-504.
- Chrisman, J. J., Chua, J. H., & Sharma, P. (2005). Trends and directions in the development of a strategic management theory of the family firm. *Entrepreneurship Theory and Practice*, 29(5), 555-575.
- Covarrubias, R., Valle, I., Laiduc, G. & Azmitia, M. (2019). “You never become fully independent”: Family roles and independence in first-generation college students. *Journal of Adolescent Research*, 34(4), pp.381-410.
- Craig, J. B., Dibrell, C., & Davis, P. S. (2008). Leveraging family-based brand identity to enhance firm competitiveness and performance in family businesses. *Journal of Small Business Management*, 46(3), 351-371.
- Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, 58(4), 37-52.

- Dayan, M., Ng, P. Y., & Ndubisi, N. O. (2019). Mindfulness, socioemotional wealth, and environmental strategy of family businesses. *Business Strategy and the Environment*, 28(3), 466-481.
- Denison, D., Lief, C., & Ward, J. L. (2004). Culture in family-owned enterprises: Recognizing and leveraging unique strengths. *Family Business Review*, 17(1), 61-70.
- DeNoble, A., Ehrlich, S., & Singh, G. (2007). Toward the development of a family business self-efficacy scale: A resource-based perspective. *Family Business Review*, 20(2), 127-140.
- Donohoo, J., Hattie, J. and Eells, R. (2018). The power of collective efficacy. *Educational Leadership*, 75(6), 40-44.
- Eisenhardt, K. M. (1989). Making fast strategic decisions in high-velocity environments. *Academy of Management Journal*, 32(3), 543-576.
- Ellis, P. D. (2006). Market orientation and performance: A meta-analysis and cross-national comparisons. *Journal of Management Studies*, 43(5), 1089-1107.
- Elms, A. (2019). *Collective efficacy in work teams: How team confidence impacts team outcomes* (Doctoral dissertation, University of Guelph).
- Erdogan, I., Rondi, E. & De Massis, A. (2020). Managing the tradition and innovation paradox in family firms: A family imprinting perspective. *Entrepreneurship Theory and Practice*, 44(1), pp.20-54.
- Family Business Forum. (2019). *Overview*. Retrieved from <http://gulffamilybusiness.com/en/forum-overview>. Accessed August 3, 2021.
- Family Firm Institute (FFI), (2019). *Global data points*. Retrieved from <http://www.ffi.org/page/globaldatapoints>. Accessed August 3, 2021.
- Forbes, (2020). *Top 100 Arab family businesses in the Middle East 2020*. Retrieved from <https://www.forbesmiddleeast.com/list/top-100-arab-family-businesses-in-the-middle-east-2020-1>. Accessed August 3, 2021.
- Frank, M. (2011). *The pillars of the self concept: Self-esteem and self-efficacy*. Retrieved from <https://www.excelatlife.com/articles/selfesteem.htm>. Accessed February 12, 2019.
- Fulgencio, A. B., & David, A. P. (2013). Reliability and validity of a measure of perceived collective family efficacy beliefs for Filipino adolescents. *Asian Journal of Social Sciences & Humanities*, 2(3), 443-450.
- Garcia, P. R. J. M., Sharma, P., De Massis, A., Wright, M., & Scholes, L. (2019). Perceived parental behaviors and next-generation engagement in family firms: A social cognitive perspective. *Entrepreneurship Theory and Practice*, 43(2), 224-243.
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2), 183-211.
- Glyptis, L., Hadjielias, E., Christofi, M., Kvasova, O. & Vrontis, D. (2021). Dynamic familiness capabilities and family business growth: A longitudinal perspective framed within management accounting. *Journal of Business Research*, 127, 346-363.



- Godart, F. C., Maddux, W. W., Shipilov, A. V., & Galinsky, A. D. (2015). Fashion with a foreign flair: Professional experiences abroad facilitate the creative innovations of organizations. *Academy of Management Journal*, 58(1), 195-220.
- Gottschalg, O., & Zollo, M. (2007). Interest alignment and competitive advantage. *Academy of Management Review*, 32(2), 418-437.
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109-122.
- Guba, E. G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Educational Resources Information Center Annual Review Paper*, 29, 75–91.
- Habbershon, T. G., & Williams, M. L. (1999). A resource-based framework for assessing the strategic advantages of family firms. *Family Business Review*, 12(1), 1-25.
- Habbershon, T. G., Williams, M., & MacMillan, I. C. (2003). A unified systems perspective of family firm performance. *Journal of Business Venturing*, 18(4), 451-465.
- Haddad, A. (2019). *The relationship between entrepreneurial characteristics, dynamic learning and innovation capabilities and organizational performance in SMEs Abu Dhabi, the United Arab Emirates*. (Doctoral dissertation, University of Newcastle, Australia).
- Hallak, R., Assaker, G., & O'Connor, P. (2014). Are family and nonfamily tourism businesses different? An examination of the entrepreneurial self-efficacy–entrepreneurial performance relationship. *Journal of Hospitality & Tourism Research*, 38(3), 388-413.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206.
- Handler, W. C. (1989). Methodological issues and considerations in studying family businesses. *Family Business Review*, 2(3), 257–276.
- Hart, S. L., & Sharma, S. (2004). Engaging fringe stakeholders for competitive imagination. *Academy of Management Perspectives*, 18(1), 7-18.
- Hennessey, B. A., & Amabile, T.M. (2010). Creativity. *Annual Review of Psychology*, 61, 569–598.
- Hipp, J. R. (2016). Collective efficacy: How is it conceptualized, how is it measured, and does it really matter for understanding perceived neighborhood crime and disorder?. *Journal of Criminal Justice*, 46, 32-44.
- Hofstede, G. (2021a). *United Kingdom*. Retrieved from <https://www.hofstede-insights.com/country/the-uk/>. Accessed September 20, 2021.
- Hofstede, G. (2021b). *Saudi Arabia*. Retrieved from <https://www.hofstede-insights.com/country-comparison/saudi-arabia/>. Accessed September 20, 2021.
- Hofstede, G. (1991). *Culture's consequences: Software of the mind*. McGraw-Hill.
- Howorth, C., & Kemp, M. (2019). *Governance in family businesses: Evidence and implications*. Report to the Institute for Family Business Research Foundation. London: IFB Research Foundation.

- Hsu, M. H., Ju, T. L., Yen, C. H., & Chang, C. M. (2007). Knowledge sharing behavior in virtual communities: The relationship between trust, self-efficacy, and outcome expectations. *International Journal of Human-Computer Studies*, 65(2), 153-169.
- IFB Research Foundation, 2020. *The state of the nation. The UK family business sector 2019-2020*. Retrieved from <https://www.ifb.org.uk/media/4303/the-state-of-the-nation-2020-web.pdf>. Accessed August 3, 2021.
- IMF, 2020. *GDP, current prices*. Retrieved from <https://www.imf.org/external/datamapper/NGDPD@WEO/OEMDC/ADVEC/WEOWORLD>. Accessed August 3, 2021.
- Kachouie, R., Mavondo, F. & Sands, S. (2018). Dynamic marketing capabilities view on creating market change. *European Journal of Marketing*, 52 (5/6), 1007-1036.
- Karwowski, M. (2011). It doesn't hurt to ask... But sometimes it hurts to believe: Polish students' creative self-efficacy and its predictors. *Psychology of Aesthetics, Creativity, and the Arts*, 5(2), 154.
- Kellermanns, F., Walter, J., Crook, T.R., Kemmerer, B., & Narayanan, V. (2016). The resource-based view in entrepreneurship: A content-analytical comparison of researchers' and entrepreneurs' views. *Journal of Small Business Management*, 54(1), 26-48.
- Kevill, A., Trehan, K., & Easterby-Smith, M. (2017). Perceiving 'capability' within dynamic capabilities: The role of owner-manager self-efficacy. *International Small Business Journal*, 35(8), 883-902.
- Kozlowski, S. W., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science in the Public Interest*, 7(3), 77-124.
- Lamore, P. R., Berkowitz, D., & Farrington, P. A. (2013). Proactive/responsive market orientation and marketing—research and development integration. *Journal of Product Innovation Management*, 30(4), 695-711.
- Larsen, E., & Lomi, A. (2002). Representing change: a system model of organizational inertia and capabilities as dynamic accumulation processes. *Simulation Modelling Practice and Theory*, 10(5-7), 271-296.
- Lent, R. W., Hoffman, M. A., Hill, C. E., Treistman, D., Mount, M., & Singley, D. (2006). Client-specific counselor self-efficacy in novice counselors: Relation to perceptions of session quality. *Journal of Counseling Psychology*, 53(4), 453.
- LeVan, A. J. (2010). If you think you can't... think again: The sway of self-efficacy. *Psychology Today*, 2(5), 56-70
- Li, J., Jia, L., Cai, Y., Kwan, H. & You, S. (2020). Employee–organization relationships and team performance: Role of team collective efficacy. *Frontiers in Psychology*, 11, 206.
- Lincoln, Y. S. & Guba, E. G. (1985). *Naturalistic inquiry*. Sage.
- Liu, J., Chen, J., & Tao, Y. (2015). Innovation performance in new product development teams in China's technology ventures: the role of behavioral integration dimensions and collective efficacy. *Journal of Product Innovation Management*, 32(1), 29-44.

- Locke, E. A., Frederick, E., Lee, C., & Bobko, P. (1984). Effect of self-efficacy, goals, and task strategies on task performance. *Journal of Applied Psychology*, 69(2), 241.
- López-Fernández, M. C., Serrano-Bedia, A. M., & Pérez-Pérez, M. (2016). Entrepreneurship and family firm research: A bibliometric analysis of an emerging field. *Journal of Small Business Management*, 54(2), 622-639.
- Lyons, P. & Bandura, R., 2019. Self-efficacy: core of employee success. *Development and Learning in Organizations: An International Journal*, 33(3), 9-12.
- Marchionini, G. & Teague, J. (1987). Elementary students' use of electronic information services: An exploratory study. *Journal of Research on Computing in Education*, 20(2), 139–155.
- Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organizational commitment. *Academy of Management Journal*, 35(3), 671–684.
- Memili, E., Chang, E. P., Kellermanns, F. W., & Welsh, D. H. (2015). Role conflicts of family members in family firms. *European Journal of Work and Organizational Psychology*, 24(1), 143-151.
- Mento, A. J., Steel, R. P., & Karren, R. J. (1987). A meta-analytic study of the effects of goal setting on task performance: 1966–1984. *Organizational Behavior and Human Decision Processes*, 39(1), 52-83.
- Merriam, S. B. (1998). *Qualitative research and case study applications in education*. Jossey-Bass.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299–326.
- Miroshnychenko, I., De Massis, A., Miller, D., & Barontini, R. (2021). Family business growth around the world. *Entrepreneurship Theory and Practice*, 45(4), 682-708.
- Möller, K., Nenonen, S., & Storbacka, K. (2020). Networks, ecosystems, fields, market systems? Making sense of the business environment. *Industrial Marketing Management*, 90, 380-399.
- Mumtaz, S. & Parahoo, S.K. (2020). Promoting employee innovation performance: Examining the role of self-efficacy and growth need strength. *International Journal of Productivity and Performance Management*, 69(4), 704-722.
- Narver, J. C., Slater, S. F., & MacLachlan, D. L. (2004). Responsive and proactive market orientation and new-product success. *Journal of Product Innovation Management*, 21(5), 334-347.
- Nonaka, I., & Toyama, R. (2007). Why do firms differ? The theory of the knowledge creating firm. In K. Ichijo & I. Nonaka (Eds.), *Knowledge creation and management. New challenges for managers* (pp. 13-31). Oxford University Press.
- Ntoung, L. A. T., Santos de Oliveira, H. M., Sousa, B. M. F. D., Pimentel, L. M., & Bastos, S. A. M. C. (2020). Are family firms financially healthier than non-family

- firm?. *Journal of Risk and Financial Management*, 13(1), Article 5. <https://doi.org/10.3390/jrfm13010005>
- Oliveira, J. L., Miranda, S. R., & Mendes-Da-Silva, W. (2017). The process of professionalization and governance in long lived family-owned companies: Advances and challenges. *Revista ESPACIOS*, 38(13). <https://www.revistaespacios.com/a17v38n13/a17v38n13p04.pdf>
- Ouweneel, E., Schaufeli, W. B., & Le Blanc, P. M. (2013). Believe, and you will achieve: Changes over time in self-efficacy, engagement, and performance. *Applied Psychology: Health and Well-Being*, 5(2), 225-247.
- Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32(3), 326-357.
- Payne, G. T. (2018). Reflections on family business research: Considering domains and theory. *Family Business Review*, 31(2), 167-175.
- Porfírio, J. A., Carrilho, T., Hassid, J., & Rodrigues, R. (2019). Family business succession in different national contexts: A Fuzzy-Set QCA approach. *Sustainability*, 11(22), Article 6309. <https://doi.org/10.3390/su11226309>.
- Rau, S. (2014). Resource-based view of family firms. *The Sage Handbook of Family Business*, 4(4), 321-340.
- Reay, T. (2019). Family routines and next-generation engagement in family firms. *Entrepreneurship Theory and Practice*, 43(2), 244-250.
- Reimann, C., Carvalho, F. & Duarte, M. (2021). The influence of dynamic and adaptive marketing capabilities on the performance of Portuguese SMEs in the B2B international market. *Sustainability*, 13(2), Article 579, <https://doi.org/10.3390/su13020579>.
- Robinson, C. V., & Simmons, J. E. (2018). Organising environmental scanning: exploring information source, mode and the impact of firm size. *Long Range Planning*, 51(4), 526-539.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.
- Sanusi, Z. M., Iskandar, T. M., Monroe, G. S., & Saleh, N. M. (2018). Effects of goal orientation, self-efficacy and task complexity on the audit judgement performance of Malaysian auditors. *Accounting, Auditing & Accountability Journal*, 31(1), 75-95.
- Sardeshmukh, S. R., & Corbett, A. C. (2011). The duality of internal and external development of successors: opportunity recognition in family firms. *Family Business Review*, 24(2), 111-125.
- Sharma, S., Aragón-Correa, J. A., & Rueda-Manzanares, A. (2007). The contingent influence of organizational capabilities on proactive environmental strategy in the service sector: An analysis of North American and European ski resorts. *Canadian*

*Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 24(4), 268-283.

- Simpson, M., Padmore, J., Taylor, N., & Frecknall-Hughes, J. (2006). Marketing in small and medium sized enterprises. *International Journal of Entrepreneurial Behavior & Research*, 12(6), 361-387
- Sirmon, D. G., & Hitt, M. A. (2003). Managing resources: Linking unique resources, management, and wealth creation in family firms. *Entrepreneurship Theory and Practice*, 27(4), 339-358.
- Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381-403.
- Snell, L., Sok, P. & Danaher, T.S. (2015). Achieving growth-quality of work life ambidexterity in small firms. *Journal of Service Theory and Practice*, 25(5), 529-550.
- Spence, M., & Essoussi, L. H. (2010). SME brand building and management: an exploratory study. *European Journal of Marketing*, 44(7/8), 1037-1054.
- Sprafke, N., Externbrink, K., & Wilkens, U. (2012). Exploring micro-foundations of dynamic capabilities: Insights from a case study in the engineering sector. In R. Sanchez, and A. Heene, (Eds.), *A focused issue on competence perspectives on new industry dynamics* (pp. 117-152). Emerald.
- Stajkovic, A. D., & Luthans, F. (2003). Social cognitive theory and self-efficacy: Implications for motivation theory and practice. In L. W. Porter, G. A. Bigley, & R. M. Steers (Eds.), *Motivation and work behavior* (pp. 126 –140). McGraw-Hill.
- Strauss, A., & Corbin, J. (1998). *Basics of qualitative research techniques*. Sage.
- Suess-Reyes, J. (2017). Understanding the transgenerational orientation of family businesses: the role of family governance and business family identity. *Journal of Business Economics*, 87(6), 749-777.
- Tafesse, W., & Korneliussen, T. (2021). On the collective efficacy of social media teams. *Marketing Intelligence & Planning*, 39(3), 438-453.
- Tasa, K., Taggar, S., & Seijts, G. H. (2007). The development of collective efficacy in teams: a multilevel and longitudinal perspective. *Journal of Applied Psychology*, 92(1), 17-27.
- Taylor, F., & Bryant, R. A. (2007). The tendency to suppress, inhibiting thoughts, and dream rebound. *Behaviour Research and Therapy*, 45(1), 163-168.
- Teece, D. J. (2019). A capability theory of the firm: an economics and (strategic) management perspective. *New Zealand Economic Papers*, 53(1), 1-43.
- Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45(6), 1137-1148.
- Tokarczyk, J., Hansen, E., Green, M., & Down, J. (2007). A resource-based view and market orientation theory examination of the role of “familiness” in family business success. *Family Business Review*, 20(1), 17-31.

- Tuominen, M., Möller, K., & Anttila, M. (1999). Marketing capability of market oriented organizations. In *Proceedings of the 28th EMAC conference in Berlin, Germany*.
- Tuominen, M., Möller, K., & Rajala, A. (1997). Marketing capability: a nexus of learning-based resources and a prerequisite for market orientation. In *Proceedings of the 26th European Marketing Academy Conference, Warwick* (pp. 1100-1152).
- Vieira, E. S. (2020). Board of directors characteristics and performance in family firms and under the crisis. *Corporate Governance: The International Journal of Business in Society*, 18(1), 119-142.
- Vorhies, D. W., & Harker, M. (2000). The capabilities and performance advantages of market-driven firms: An empirical investigation. *Australian Journal of Management*, 25(2), 145-171.
- Vorhies, D. W., Harker, M., & Rao, C. P. (1999). The capabilities and performance advantages of market-driven firms. *European Journal of Marketing*, 33(11/12), 1171-1202.
- Wang, D., Wang, L., & Chen, L. (2018). Unlocking the influence of family business exposure on entrepreneurial intentions. *International Entrepreneurship and Management Journal*, 14(4), 951-974.
- Weimann, V., Gerken, M., & Hülsbeck, M. (2020). Business model innovation in family firms: dynamic capabilities and the moderating role of socioemotional wealth. *Journal of Business Economics*, 90(3), 369-399.
- Wilkens, U., & Sprafke, N. (2019). Micro-variables of dynamic capabilities and how they come into effect—exploring firm-specificity and cross-firm commonalities. *Management international/International Management/Gestión Internacional*, 23(4), pp.30-49.
- Wilkinson, I. (2010). *Business relating business: managing organisational relations and networks*. Edward Elgar Publishing.
- Winton, S. L., & Kane, T. D. (2016). Effects of group goal content on group processes, collective efficacy, and satisfaction. *Journal of Applied Social Psychology*, 46(2), 129-139.
- Wood, R., & Bandura, A. (1989). Impact of conceptions of ability on self-regulatory mechanisms and complex decision making. *Journal of Personality and Social Psychology*, 56(3), 407-415.
- World Bank, (2019). *GDP*. Retrieved from [https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?most\\_recent\\_value\\_desc=true&year\\_high\\_desc=true](https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?most_recent_value_desc=true&year_high_desc=true). Accessed August 3, 2021.
- Wright, B. E. (2004). The role of work context in work motivation: a public sector application of goal and social cognitive theories. *Journal of Public Administration Research and Theory*, 14(1), 59–78.
- Ye, J., Parris, M., & Waddell, D. (2008). The influence of cultural attributes on intergenerational succession in the Chinese-Australian family business. In *ANZAM 2008: Managing in the Pacific century* (pp. 1-15). Promaco Conventions.
- Yin, R. (1994). *Case study research: Design and methods* (2nd ed.). Sage.

- Yun, S. (2007). Top manager's efficacy beliefs and organizational outcomes: an application of social cognitive theory. *Seoul Journal of Business*, 13(2), 139-155.
- Zachary, M. A., McKenny, A., Short, J. C., & Payne, G. T. (2011). Family business and market orientation: Construct validation and comparative analysis. *Family Business Review*, 24(3), 233-251.
- Zahra, S. A., Sapienza, H. J., & Davidsson, P. (2006). Entrepreneurship and dynamic capabilities: A review, model and research agenda. *Journal of Management Studies*, 43(4), 917-955.
- Zellweger, T., Sieger, P., & Halter, F. (2011). Should I stay or should I go? Career choice intentions of students with family business background. *Journal of Business Venturing*, 26(5), 521-536.

**Table 1 Sample of Family Businesses Selected**

<b>No</b>	<b>Country</b>	<b>No. of Employees</b>	<b>Firm Size</b>	<b>Type of Industry</b>	<b>Position</b>
1	UK	55	Medium	Retail	CEO
2	UK	22	Small	Textile	Founder
3	UK	15	Small	Auto Mobile	CEO
4	UK	60	Medium	Transport	CEO
5	UK	25	Small	Restaurant	Founder
6	UK	30	Small	Personal Care	CEO
7	UK	7	Micro	Cafe	Founder
8	UK	37	Small	Fashion	CEO
9	UK	11	Small	Bakery	Founder
10	UK	14	Small	Café and restaurant	Founder
11	UK	3	Micro	Food Truck	Founder
12	UK	66	Medium	Pastry/Cake Manufacturer	CEO
13	KSA	330	Large	Infrastructure& industrial	Founder
14	KSA	4	Micro	Beauty	Founder
15	KSA	21	Small	Event photography	Founder
16	KSA	110	Medium	Coffee Manufacture	CEO
17	KSA	44	Medium	Interior design	Founder
18	KSA	17	Small	Fashion Design	Founder
19	KSA	253	Large	Building	Founder
20	KSA	39	Small	Retail	Founder
21	KSA	59	Medium	Oud Supply	CEO
22	KSA	84	Medium	Carpet Manufacture	CEO
23	KSA	48	Small	Security Services	CEO
24	KSA	95	Medium	Fragrance	CEO



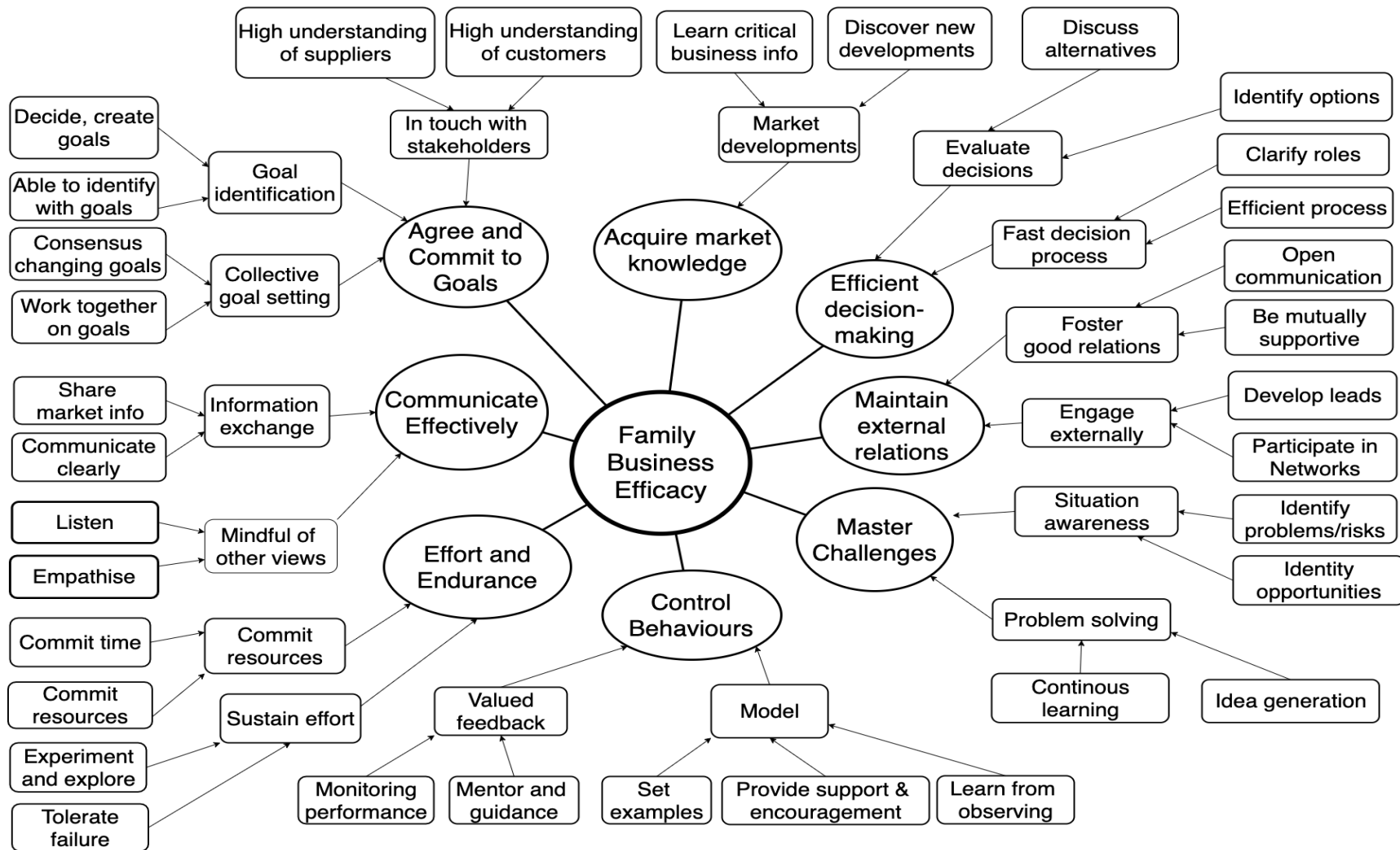
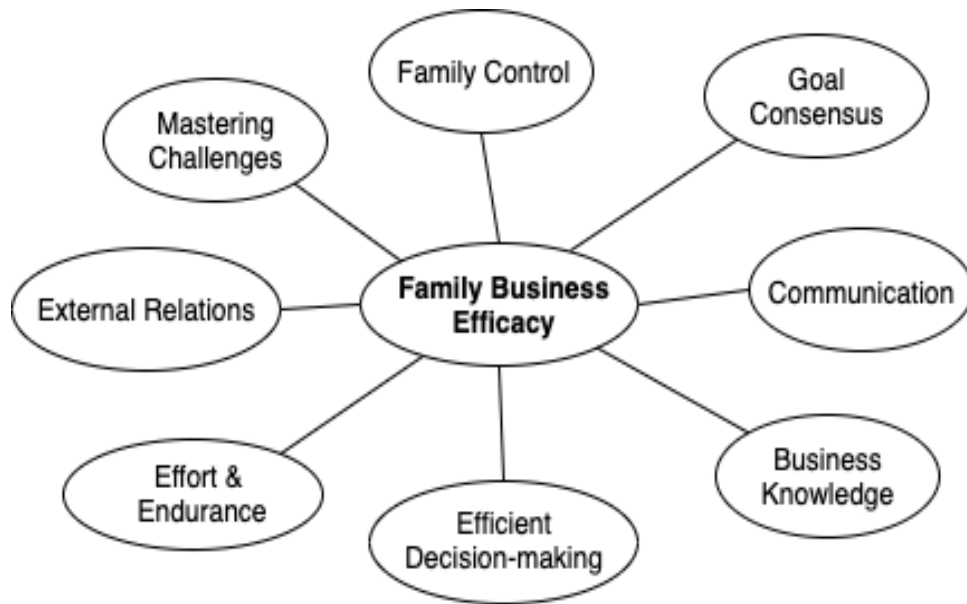


Figure 1 Map of Themes

**Table 2 Thematic Analysis Coding**

In-Vivo Code	First-Order Themes	Second-Order Theme
Decide and create goals Work together towards goals Create consensus around changing goals Identify with goals	Goal identification Collective goal setting	agree and commit to goals
Share market information & data Communicating clearly Being able to listen and empathise Consider different views	Information exchange Provide feedback	ability to communicate effectively
Gain high understanding on customers and suppliers Discover new developments Gather critical business information	In touch with primary stakeholders Market developments	acquire market and business knowledge;
Identify alternatives Able to discuss options Decide and agree in good time Clarify roles	Plan and evaluate decisions Fast decision-making	efficient decision-making;
Develop business leads Engage be part of external business networks Communicate openly Be mutually supportive	Engage with external stakeholders Foster good relations	maintain external relations;
Identify problems and risks Overcome obstacles Brainstorm ideas to solve problems Identify solutions to overcome threats and weaknesses Continuous knowledge and experience	Situation awareness Ability to problem solve	master business challenges;
Give feedback on performance Influence and persuade Create trust and confidence Provide support encouragement	Agree expectations and goals Model behaviour	control behaviour of family members to perform;
Persistence in facing challenges Keep trying and experimenting Committing time and resources to solve problem Tolerate failure	Able to commit time and resources Sustained activity	effort and endurance in addressing problems.



**Figure 2 The Eight Dimensions of FBE**