CONFLICT AND COHESION IN FAMILY FIRMS:

A RESOLVABLE PARADOX?

MISMETTI MARCO

Ph.D. in Business & Law

XXXIV Ciclo

Supervisor: Prof. Bettinelli Cristina

Co-Supervisor: Prof. Bergamaschi Mara

University of Bergamo

December 2021

Acknowledgments

Guided by the personal passion that I have on family businesses, I immersed myself in a long process that lasted three years in order to finalize this dissertation. Along the way, I realized that, to complete a PhD, passion in not enough. Many factors need to align to achieve such outstanding merit. Some may come from the doctorate students themselves, while others are out the students control. I am glad that I had the opportunity to combine many of these.

My passion on family business was unconsciously lighted by my parents, to whom I dedicate this dissertation. I have to thank them for the unique support that they have been giving to me throughout my life. I am so lucky that they handed down their determination and work ethic to me. I am also grateful to my brother for being the example to follow. As not only family business, but families are ground for conflicts, I have been fortunate that my family has always been there for me with measureless cohesion and love.

A special thanks to my supervisor, Prof. Cristina Bettinelli for believing in me and taking me under her wing, sharing her outstanding knowledge and expertise throughout the entire process, shaping me as a person and as a researcher, at this crucial point of my life. I am grateful to my co-supervisor Prof. Mara Bergamaschi for preciously supporting me in multiple ways during this path. Thank you to Prof. Alfredo De Massis and Prof. Unai Arzubiaga for giving me the opportunity to make a research stay at the Free University of Bozen-Bolzano and the University of the Basque Country. During these periods I learnt a lot from you and I had the chance to know extraordinary researchers and people who ultimately became great friends and enhanced my journey. My gratitude is also to my great co-authors with whom I co-authored some research articles, Prof. Barbara Del

Bosco, Prof. Daniela Andreini and Prof. Nicolaj Foss. I also thank Elena Lissana, a PhD companion that shared part of the program with me at the University of Bergamo.

My final and warmest thoughts are for Ingrid and Dr. Censori. I will always be indebted to you.

To conclude, I wish that this dissertation is helpful for scholars, managers and families. I hope this is just the starting point for future research on these important topics that can help family businesses in theory and in practice.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

1. Introduction

"My family and me -- We might fight, we might argue. But the bottom line is, we love each other. We're family."

Bartolo "Buddy" Valastro Jr., the Cake Boss.

Conflict and cohesion are two dynamics that are often seen as one the opposite of the other. Conflict has been often associated to negative emotions leading to detrimental outcomes and dynamics. Cohesion, on the other hand, has been often portrayed as unity among people or within a group that leads to positive and beneficial results. However, the dynamics of conflict and cohesion in social and interpersonal relationships are more complex and these two phenomena may be interrelated one another. This is particularly true in family businesses, a form of organization in which a family plays a crucial role in all of the business-related aspects, and where interpersonal relationship are central in the daily organization operations and family life. I aim to dig deeper in conflict and cohesion in family firms and to understand how these two forces are interlinked one another, in order to contribute both theoretically and practically to such important topics and unexplored dynamics. This dissertation is structured as follows: first, I present an overview of family firms and the evolution of the field. Then, I will continue by presenting why family firms are important and unique, in terms of heterogeneity and interpersonal relationships. In this way, I link family firms with conflict and cohesion in the social relationships. Then, I focus and dig deeper in conflict, and cohesion, separately, by reviewing the main conceptualizations. After that, I present a new model to conceptualize conflict in family firms based on what has been done so far in the literature. Subsequently, I conduct a mixed method empirical analysis on the topics. First, I highlight the differences between family and non-family firms, as well as family firms' heterogeneous aspects, on a sample of Italian firms, using the overarching theoretical lens of upper echelons theory. Then, through a qualitative methodology, I aim to better understand the origin of conflicts in family firms and what is the role of cohesion with the use of an inductive case study approach. Finally, I present, the contribution of my dissertation and ways to advance this promising field of research.

2. Family firms: definitions and overall view

Family businesses are present all over the World as dominant form of organization in any economy (La Porta et al., 1999). Being the most common type of businesses around the world (Masulis et al., 2011, Gedajlovic et al., 2012), they have a central role in the local and global economy (Shanker & Astrachan 1996). In Italy, nearly 93% of businesses are family-owned (Zellweger 2017), while globally, family businesses make up two thirds of private companies and one third of the listed ones (Neubauer & Lank 1998). Family businesses are commonly perceived as the local shops in town and small size enterprises composed only by parents, heirs and cousins. Indeed, the majority of family businesses are small and medium enterprises (Venter et al., 2005). However, some of the World's largest businesses are family-owned and many of them are well-known publicly listed firms, for example global corporations such as Walmart Inc. and Volkswagen. Family businesses are among the most significant generators in wealth and employment all over the world (IFERA, 2003), supporting financial and regional development (Amato et al., 2020). In Europe (Figure 1), family businesses account for about 40/50% of the total private employment, and represent the vast majority of total companies in the continent[1]. In the US the employment rate increases to 63% and family businesses are contributing more than half (57%) of the total US GDP[2].

[1] European Family Business, https://www.europeanfamilybusinesses.eu/family-businesses/facts-figures
[2] Family Enterprise USA, 2011

Figure 1. Family Business across Europe: percentage of total of companies.
Source: EUROPEAN FAMILY BUSINESS

Family businesses are present in every economic sector around the globe (Figure 2). The 2019 Top 500 Family Businesses' list, ranked by revenues, shows that family firms are founded in various centuries being the businesses hand down to multiple generations or created in recent decades, with the most long-lived company being Takenaka Corporation founded in Japan in 1610.

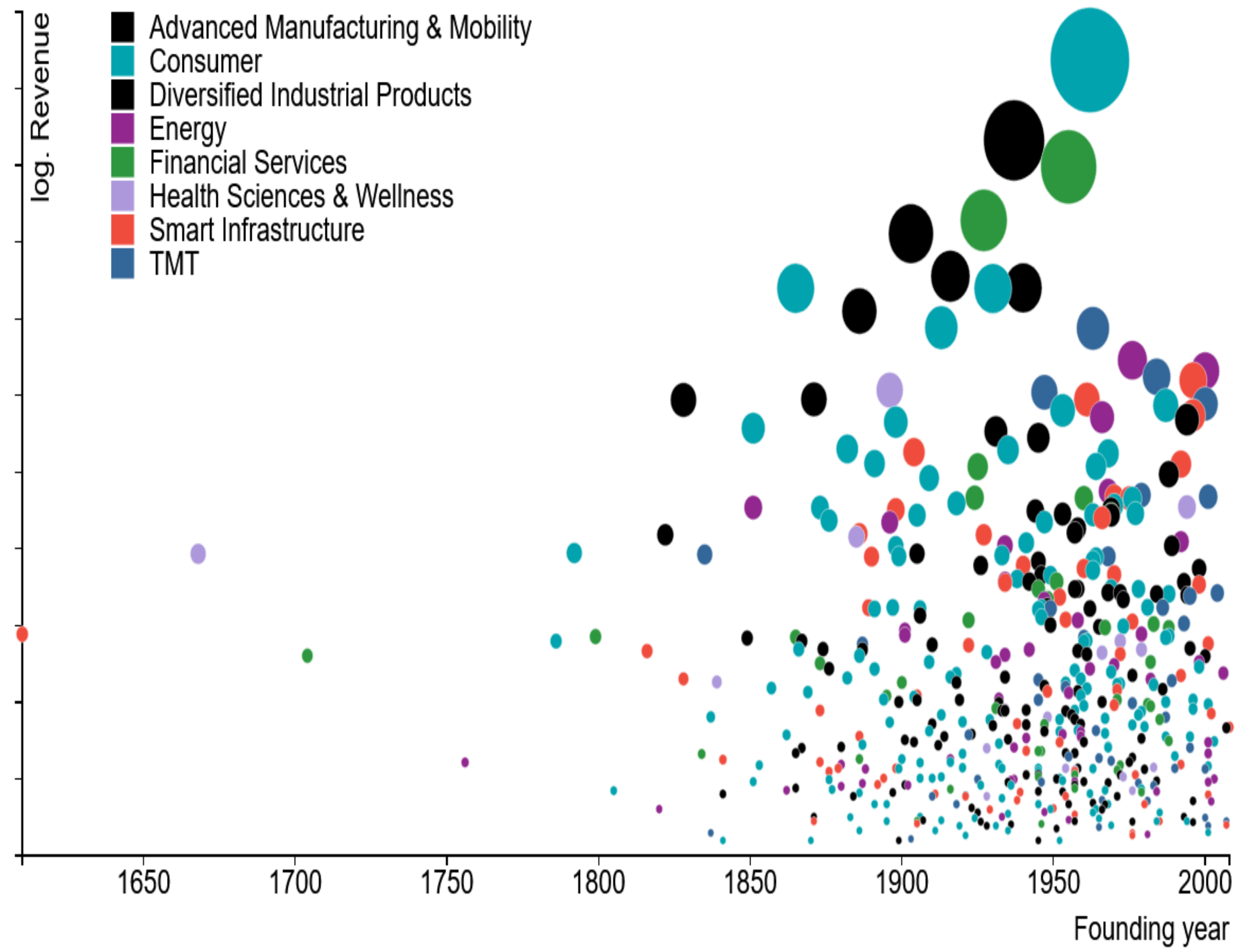


Figure 2. Companies by Founding Year and Sector
Source: 2019 EY and University of St Gallen Global Family Business Index

Being a key presence in global economy and in many people's life, it is important, not only to study this type of businesses, but also to define what is a family business and distinguish it from non-family businesses. The aim of this chapter is to identify the definition of a family business and its unique characteristics.

The literature offers different definitions of a family business varying from the amount of the voting rights possessed by the family (ownership), to the influence that the family has over the business (management). For this reason, is it difficult to find a clear and universal definition of family business, however, researchers tend to select and identify family businesses based on the involvement of the family in the business ownership, management and governance. I summarize, in Table 1, some of the main definitions used by scholars in their academic research on family businesses over the years.

Table 1. Most Common Family Business Definitions in the Literature
Source: Personal Elaboration

Article	Definition
Allen & Panian (1982)	"a corporation was classified as family-controlled whenever the members of a descent group and their affines owned or controlled at least 5 percent of the voting stock in a corporation and were represented on the board of directors."
Westhead & Howorth (2007)	"A firm was regarded as a family firm if more than 50% of ordinary voting shares were owned by members of the largest single family group related by blood or marriage and the company was perceived by the CEO/Managing Director/Chairman to be a family business."
Astrachan & Kolenko (1994)	"family ownership of more than 50 percent of the business for private firms or more than 10 percent of the stock in public companies; more than one family member works in the business or the owner anticipates passing the business to the next generation of family members or the owner identifies the firm as a family business"

De Massis et al. (2013)	"we considered a family firm as a firm where one family owns more than 25 percent of the shares."
Eddleston et al. (2008)	"we only considered organizations to be family firms if at least two family members were employed in the business and the ownership was in the hands of the family."
Chua et al. (1999)	"The family business is a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families."

The common element in the above definitions is the involvement of family members in the company. Indeed, in the early 1980s, family businesses were defined as the interception of two circles: family and business (Figure 3).

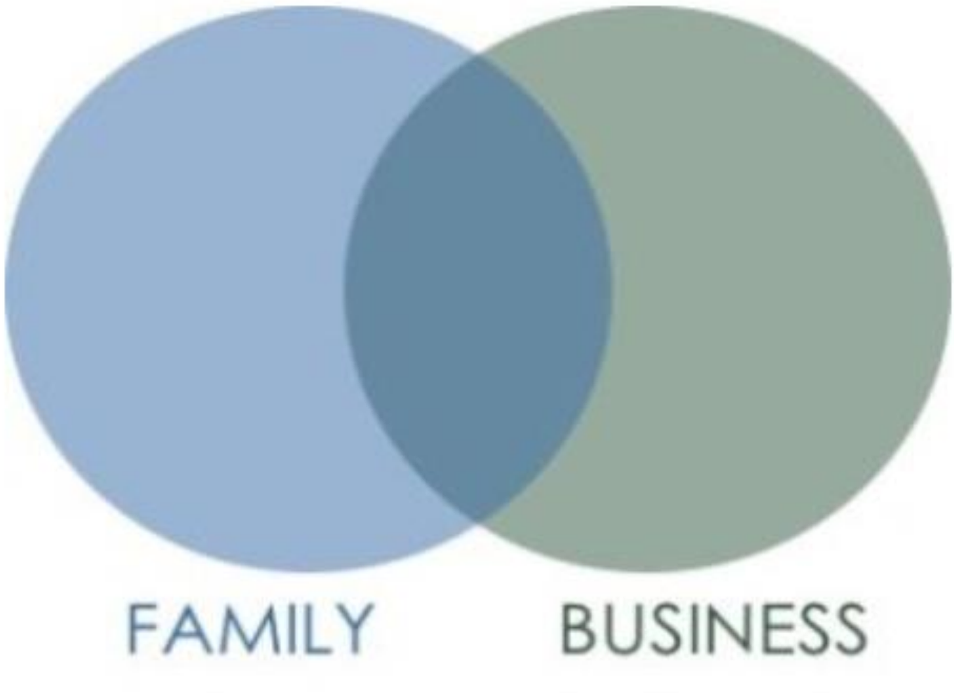


Figure 3. The Two-Circle Model of Family Businesses
Source: Davis & Tangiuri, 1982

This definition evolved to a deeper explanation of what is a family business and how the family may be connected to the business, as the business circle in the Two-Circle Model does not distinct ownership and management, which is presented by The Three Circle Model of Family Businesses (Figure 4) according to which a family business has three interdependent and overlapping systems: family system, ownership system and business system. Indeed, family members may work and manage the business without own any shares. Nevertheless, others may own shares of the business without being actively involved in the business. The Three Circle Model of Family Businesses clarify these distinct categorizations.

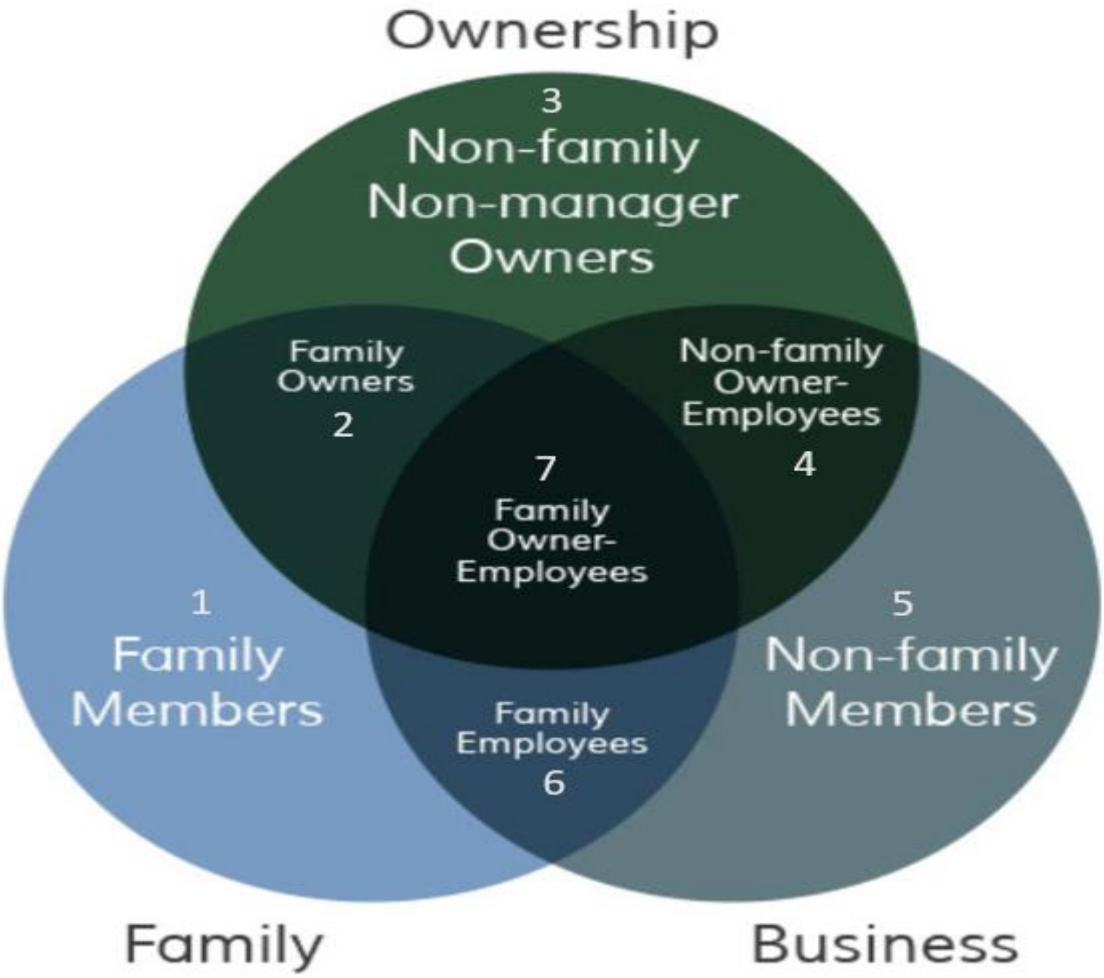


Figure 4. Three-Circle Model of the Family Business System
Source: Davis & Tangiuri, 1982

Any individual belonging to the family business system can fit in one of the seven groups created by the overlapping systems. The seven groups represent seven different stakeholders linked to the family business. Each stakeholder has different goals, interests and influence towards the family business based on the group in which they belong. As shown in Figure 4, individuals belonging to group 1 are family members which are neither involved in the ownership nor in the business activities, but who have family ties (heirs or relatives) with the owners of the family business. Group 2 represents family members who are owners but are not active in the business. In group 3 belong non-family owners and/or non-manager owners who do not work in the business. Stakeholders that are owners, work in the family business, but are not family members are part of group 4. In group 5 there are non-family owners working in the business (employees). Family employees of the business which do not take part in the ownership are in group 6, while family members that are both owners and actively work in the business stand in group 7. The alignment of these groups' interests and mutual support is likely to help the business success over a long time.

The Three Circle Model of Family Businesses is an important family business representation, for both scholars and family business entrepreneurs. Understanding each groups' interest, dynamics and the overlapping forces at work among multiple groups enhance the knowledge on such vital organizations all over the World. However, the above model is a good picture of a static situation, while the family business system is in reality dynamic, changing over time as business, ownership and family evolve over time, as represented by the Three-Dimensional Developmental Model (Figure 5).

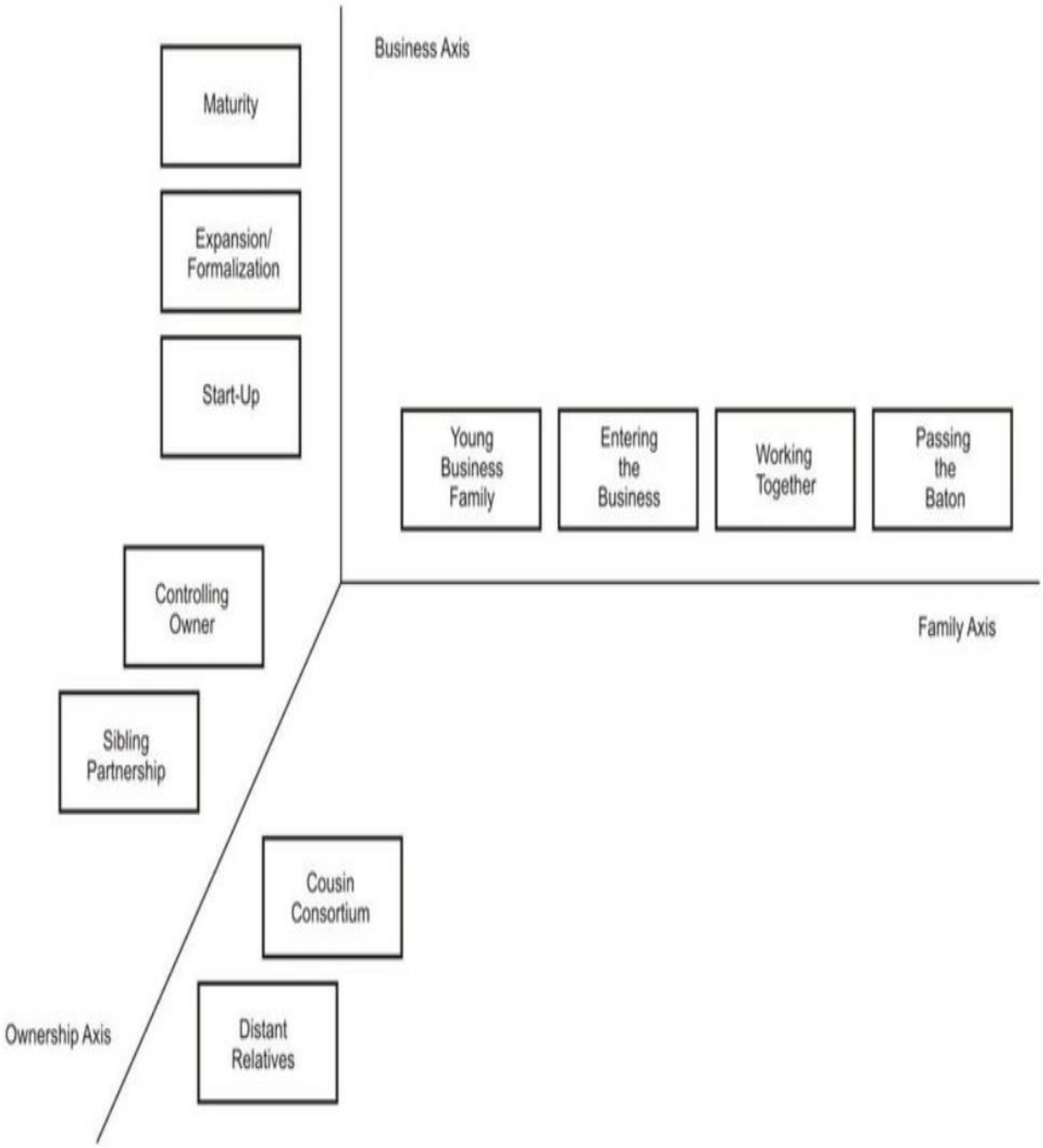


Figure 5. Three-Dimensional Developmental Model
(Gersick et al., 1997)

The model is composed of three different axes (family, ownership and business) to capture the evolution process and unique features of a family business. The developmental model illustrates the life-cycle of family businesses and their evolutions from generation to generation, with each axis having different steps with distinct dynamics and challenges. Family firms are known to be heterogeneous (Chua et al., 2012). Indeed, each family business can move in both directions along each axis and have their own path in their life-cycle.

The ownership axis has four possible scenarios, depending on the number of owners and type of ties among family members who take part in the ownership. At first, there is a sole controlling owner, who is the only head of the organization and take most decisions. The second step is characterized by sibling partnership, where two or more siblings share control of the organization, have their own role within it and take most decisions together. As the business expands, the ownership of the family business may be extended to other family members, including cousins and distant relatives. In these situations, the ownership is distributed among various family branches, each taking the decisions of their respective branch of competence.

The family axis is characterized by intra and inter-generational unity. Family businesses at their infancy are usually composed by two parents and their children (heirs). Indeed, as children grow, they arrive at a point in their life where they have to decide whether to enter the family business or take a different path. In the case of heirs joining the organization, parents and children may have different views and may arise conflicts over the ownership and control of the business. On the other hand, children may bring innovative and cutting-edge ideas. Certainly, family members should learn to cooperate in order to take the best decisions for the organization. Every family business will arrive at a certain point that is critical for these types of organizations: the succession process. Succession dynamics are critical, as passing the baton may not be easy and smooth. The new generation may be pressing to take over control of the business, while the old generation may not feel ready to leave the business yet. Indeed, statistically only 33% percent of family business prosper to the second generation and only 14% to the third generation (e.g., Venter et al., 2005).

The business axis is highly influenced by these dynamics, as family businesses usually born as start-ups, which in order to survive they need to expand their market shares. As the business grow, some may internationalize and acquire new resources and capabilities, until the organization reaches its maturity stage, where owners and managers may find new innovative strategies to adapt and adjust their product to the market in order to avoid failure (Gersick et al. 1997).

2.1 Heterogeneity of family firms

Succession is a peculiar aspect of family firms. Indeed, one distinctive characteristic of these organizations is that family firms differ from non-family ones in their desire to transfer the family business to future generations. However, family firms are not only unique in their distinctive features in respect to non-family firms, but are also unique among family firms. Family firms are heterogeneous in various ways (size, market share, ownership composition, number of generation and family involvement, sector, and many more), which is also a reason of why it is difficult to identify a clear and standardized definition for all family firms, as the one size does fit all concept is often not applicable to this type of organizations. Thus, each family firm is unique in its own way. A key aspect for scholar from the family business field, is to keep in mind to not overlook the heterogeneity of family firms.

Family firms can be heterogeneous in various aspects and forms. Memili and Dibrell (2019) in-depth analyzed the evolution of family business heterogeneity, underlying its importance in family business research and identifying the main relevant aspects and articles in which family firms are heterogeneous, which are summarize in Table 2.

Table 2. Pioneer Articles Addressing the Importance of Heterogeneity within Family Firms
Source: Personal Elaboration

Relevant Articles	**Key Aspects**
Moores & Mula (2000)	The authors find differences within family firms, according to market, bureaucratic, and clan controls, in identify distinctive patterns of dominant control practices depending on the firm life-cycles stage.

García-Álvarez and López-Sintas (2001)	The authors identify different values among family firms' founders, affecting the behavior of family firms dissimilarly. The study is one of the first attempts to consider that family firms behave differently and guided future research on family firm's behaviour (e.g. Chua et al. 1999).
Breton-Miller & Miller (2006); Miller & Breton-Miller (2006); Hoopes & Miller (2006); Miller et al. (2013)	This group of authors enunciates that family firms are heterogeneous in their leadership, management, ownership structure, resource, capabilities and corporate governance.
Nordqvist et al. (2014)	The article recognises nine different configurations of family members controlling the business focusing on family dynamics and including also extended families.
Danes et al. (2009); Olson et al. (2003); Stafford et al. (1999)	This group of authors links interpersonal relationship (family) dynamics with family firms' decision-making behaviours. Family firms differ in family capital, family conflict and family business sustainability.
Anderson & Reeb (2004); Villalonga & Amit (2006);	This group of authors examines the heterogeneity of family firms in their board composition, as well as family influence in their corporate ownership, management and board.

Furthermore, scholars have covered different topics of heterogeneity within family firms over the years. In Table 3, the main streams of family heterogeneity research are presented along with the several topics investigated. The authors examined family firms as they differ in their family and corporate governance, non-financial and financial dynamics, organizational behavior and human resources management, and strategies.

Table 3. Topics of Family Firms Heterogeneity
Source: Personal Elaboration

Relevant Articles	**Topic**	**Sub-topics**
Ponomareva et al. (2018)	Corporate Governance	Family firm identity forms
Dawson & Parada (2018)	Corporate Governance	Issues across different generations
Sherlock & Marshall (2018)	Corporate Governance	Family firm board of directors' processes
Bettinelli et al. (2018)	Corporate Governance	Women on board of directors
Van Helvert-Beugels et al. (2018)	Corporate Governance	Board of advisors
Cater & Young (2018)	Corporate Governance	Women and men roles in successor teams
Frank et al. (2018)	Corporate Governance	Business families' enterprises
Prigge & Thiele (2018)	Corporate Governance	Family influence
Diaz-Moriana et al. (2018)	Corporate Governance	Family business definitions
Williams et al. (2018)	Non-financial and Financial Dynamics	Family business financial and non-economic goals

Su et al. (2018)	Non-financial and Financial Dynamics	Family business performance
Kempers et al. (2018)	Non-financial and Financial Dynamics	Risk behavior and strategic decisions
Prügl (2018)	Non-financial and Financial Dynamics	Socioemotional wealth
Pongelli et al. (2018)	Non-financial and Financial Dynamics	Ability and willingness to pursue family-centered noneconomic goals
Seaman et al. (2018)	Non-financial and Financial Dynamics	Family values
Labaki et al. (2018)	Non-financial and Financial Dynamics	Myth formation and transformation
Moores et al. (2018)	Organizational Behavior and Human Resources Management	Family Enterprise Heterogeneity
Marler et al. (2018)	Organizational Behavior and Human Resources Management	Justice
Tabor et al. (2018)	Organizational Behavior and Human	Ethics and culture

	Resources Management	
Kidwell et al. (2018)	Organizational Behavior and Human Resources Management	Deviant behavior
Harrison & Leitch (2018)	Organizational Behavior and Human Resources Management	Identity dynamics
Heino et al. (2018)	Organizational Behavior and Human Resources Management	Collective psychological ownership in succession
D'Allura & Bannò (2018)	Organizational Behavior and Human Resources Management	Family firms' types
Campopiano et al. (2018)	Strategies	Family firm resilience
Arredondo & Cruz (2018)	Strategies	Value-creation across generations through ambidexterity
Caccamo et al. (2018)	Strategies	Family firm density and failure
Löhde & Calabrò (2018)	Strategies	Family firm internationalization
Goel et al. (2018)	Strategies	Entrepreneurial action in family firms

Botero et al. (2018)	Strategies	Family business identity in branding strategies
Ramírez-Solís et al. (2018)	Strategies	Familiness and family firm performance
Boyd et al. (2018)	Strategies	Knowledge resources and internal succession

Despite family firms are recognized to be heterogeneous in a wide range of aspects and a multitude of topics have been already recognized, many more are yet to be identified or better analyzed. Considering the evolution of the family business field and the direction toward which the literature attention is moving, interpersonal relationship stand out and are of primary interest for future research and for actual managerial implications.

Indeed, taking into account the Three-Circle Model of the Family Business System and the Three-Dimensional Developmental Model, the family business literature has mainly focused over the years on the business-related facets of the organization. Many studies have been conducted on intergenerational transfer (succession) and on other business aspects, such as internationalization and innovation. Lately, in the evolution process of the field, the debate on family businesses is shifting more towards family-related aspects. In this, interpersonal relationships characterized every form of organization, and are even more relevant in family firms, where multiple family members constantly interact in various ways. In this view, interpersonal dynamics are characterized by two phenomena: conflict and cohesion.

Conflict and cohesion are often assumed as contrasting forces in the literature. However, these two phenomena are interrelated one another and can coexists in certain situation. One individual can be cohesive with another individual or with a group of individuals, but can also be in conflicts on certain issues. Thinking about the family circle, family members of an ordinary family (parents and children) are usually cohesive and stick together. Simultaneously, conflicts in families are a daily occurrence. Incorporating the business circle, in which power and money affect the family, may increase these dynamics even more. For these reasons, an in-depth examination and understanding of the concepts of cohesion and conflict, and their interrelations (Ensley Pearson, & Amason, 2002; Kellermanns & Eddleston, 2004) in family business organizations may help scholars to better embrace these phenomena that daily affect family members, managers and family businesses organizations.

2.2 Interpersonal relationships in family firms

Taking a step back from the business dimension, an analysis of the family dimension is required in order to better understand and comprehend why conflict and cohesion are central dynamics in family business. Interpersonal relationships are many in family firms and are hampered by the nature of the firm. As illustrated in Figure 6 and highlighted by Zellweger (2017), the family is a complex system composed by multiple sub-systems. Families can be differentiated based on his structure in family of procreation and family of orientation (Parson, 1943). The first is created by choice, when two individuals get together and decide to become a couple, and decide to have children. This form of family is composed also by non-blood related family members, such as wife and man who get married and their fathers/mothers/sons/daughters-in-law (Parson, 1943). The latter, i.e. family of orientation, is the family in which someone is born. Thus, it is a family in which someone belongs, however, with no possibility of choice to be (or not to be) part of. Father, mother, grandfather, grandmother, uncles and aunts are all members of the family of orientation (Parson, 1943).

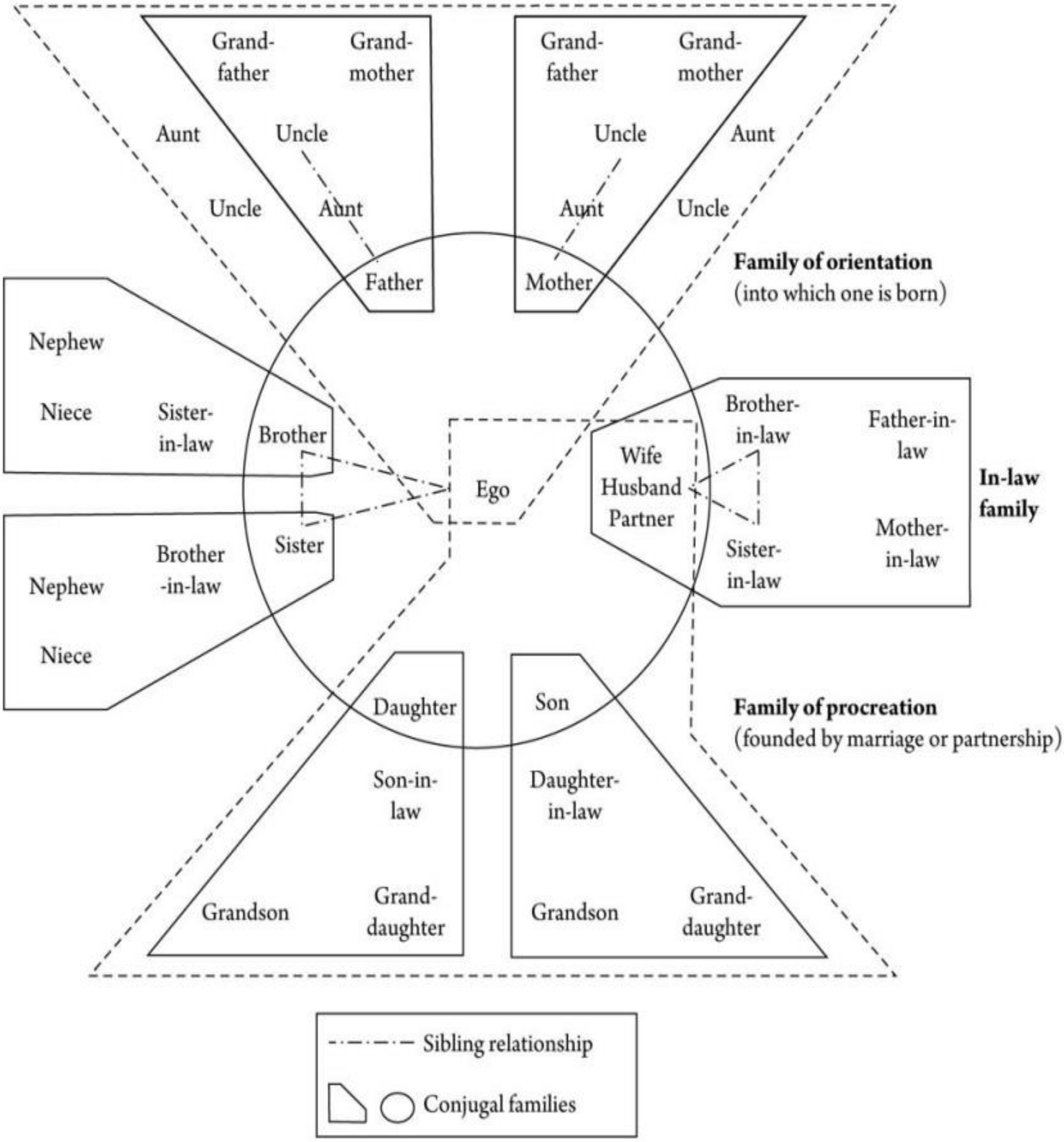


Figure 6. Social Family Structure
Source: Taken from Zellweger, (2017) and adapted from Parsons (1943)

This structure illustrates why, given the social family structure's complexity, social relationships are particularly important for family firms. Conflicts may arise among two individuals within the social family structure, regardless their belonging to family of orientation and/or family of procreation, or they could arise among two distinct family groups. Simultaneously, cohesion may be endangered among some groups and strengthen among others individuals. Thus, it is crucial to study them in order to find managerial best practices and increase academic knowledge on how to properly manage these forces. For these reasons, I decided to dig deeper into the topics of conflicts and cohesion in family firms.

3 Conflicts in family firms

Every form of organization deals with interpersonal relationships among its members and stakeholders. However, the family circle in the family business system increase the complexity of this type of organization (Mitchell et al., 2003). As the presence of family members increase the manifestation of conflicts, a commonly debated interpersonal phenomena that gained interest over the years is that of conflict. Every family is normally subject to conflict within their household members. Now imagine adding the business circle – and all its features like power and money - in to the family context. This would increase even more these particular dynamics, where power, control, money and so forth are at stake. Indeed, family firms are a fertile ground for conflicts. For these reasons family business scholars have often studied conflicts within the family business and multiple types of conflicts have been identified as occurring in family businesses.

Born in the more general field of management, various conflicts have been acknowledged over the years and have also been applied to and studied in the family business field. In the next section I will focus on the types of conflict (i.e., relationship, task, process and succession), that are shown in Figure 7 and are prevalent in the family business literature.

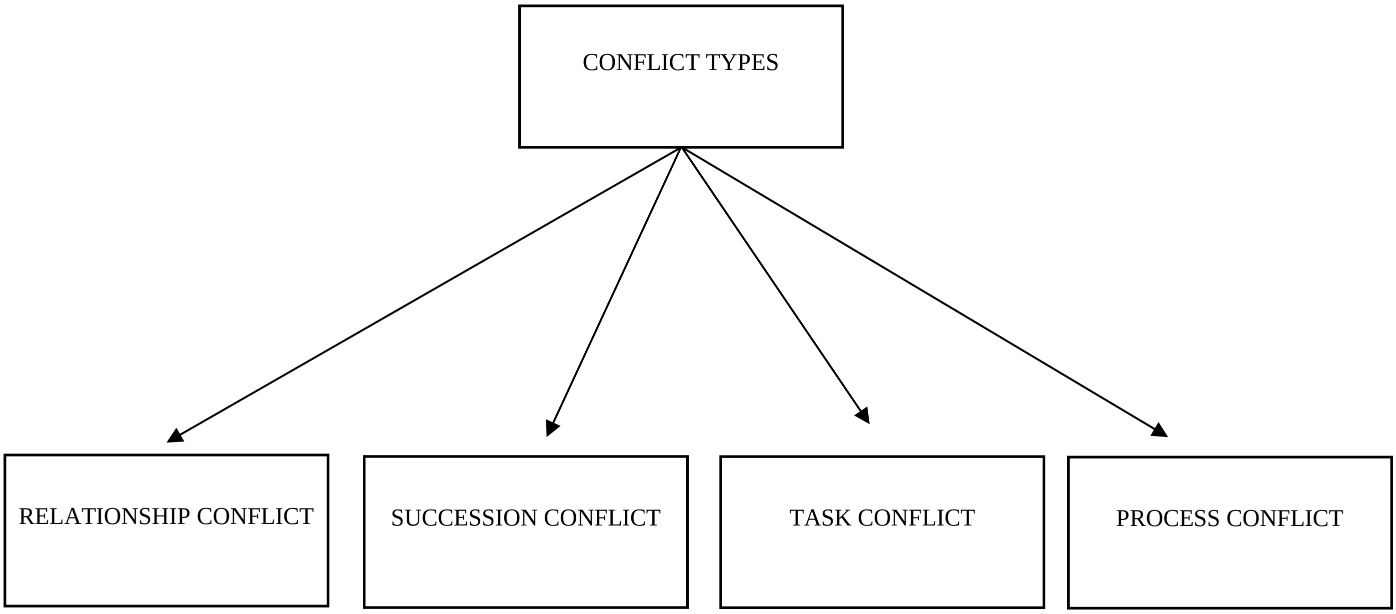


Figure 7. Family Business Conflict Types
Source: Personal Elaboration

3.1 Relationship Conflict

Relationship conflict is generally defined as "an awareness of interpersonal incompatibilities [that] includes affective components such as feeling tension and friction" (Jehn & Mannix, 2001, p. 238; Rousseau et al., 2018). The specificity of this form of conflict is that it derives from interpersonal incompatibilities. For this reason, it generally leads to negative emotions and affective components (e.g., tension, suspicion, annoyance, worry, anger at others), as well as perceptions of interpersonal resentment, aversion, and hostility (Simons & Peterson, 2000; Cater et al., 2016; Davis & Harveston, 2001; Johnson, Kaufman, & Ford, 2000). This is why relationship conflict is often called "emotional conflict" (Sciascia, Mazzola, & Chirico, 2013) or "affective conflict" (Ensley et al., 2007).

There is consensus on the fact that this is one of the most negative forms of conflict (Kellermanns & Eddleston, 2004; Chirico, Sirmon, Sciascia, and Mazzola (2011). The general assumptions are that relationship conflict: 1) causes a myriad of negative emotions normally absent in other types of conflict (Amason 1996; Jehn, Northcraft, & Neale, 1999; Priem & Price, 1991; Kidwell et al., 2012); 2) interferes with achieving organizational tasks, distracting members focused on managing the conflict rather than working on the task (Jehn, 1997); 3) persists and reverberates through different aspects of the family and firm members' lives (Kellermanns & Eddleston, 2004). Moreover, it can harm the relationships of owning family members (Eddleston, Otondo, & Kellermanns, 2008), and leave enduring negative feelings (Ensley & Pearson, 2005).

3.2 Task Conflict

Task conflict refers to "disagreements about the content of the tasks being performed, including differences in viewpoints, ideas and opinions" (Jehn, 1995, p. 258). Task conflict is often assumed to be similar to cognitive conflict which is "task oriented and focused on judgmental differences about how best to achieve common objectives" (Amason, 1996, p. 127). In the family business literature, this type of conflict refers to the family firms' tasks and goals (Cater et al., 2016; Kellermans & Eddleston, 2004), and typically involves groups such as the top management team and board of directors (Zattoni et al., 2015; Bettinelli, 2011; Forbes & Milliken, 1999). Task conflict is considered useful because it can increase decision-making quality and improve understanding thanks to the questioning it implies, new insights it can produce (Ensley & Pearson, 2005), and the increased range of options it can offer to decision-makers (Kellermanns & Eddleston, 2004; Eddleston et al., 2008). On the other hand, scholars acknowledge it can increase the time needed to make decisions, and therefore reduce the capacity to quickly adapt to and take advantage of new opportunities (Spriggs et al., 2013), which is a distinctive element of most family firms. This is why, at least theoretically, task conflict has a reverse U-shaped relationship with family firm's performance. More specifically, low and high levels of task conflict may be related to lower family firm performance, while moderate levels of task conflict may be more beneficial and lead to higher levels of family firm performance (Kellermanns & Eddleston, 2004).

3.3 Process Conflict

Process conflict another type of conflict and it is identified later in the management literature by Jehn (1997). Process conflict refers to disagreements on how the work should be performed, how the members of the organization should be involved and how the work may be delegated (Jehn, 1997; Jehn & Bendersky, 2003). Differently from other types of conflict, process conflict specifically focuses on the process that should be followed in the organization.

Despite the distinction of three diverse types of conflict are acknowledged in the management literature, there has been some attempt in the family business literature to separate relationship conflict, which is affective in its nature, from task and process conflict and combine the last two based on their cognitive nature naming them as cognitive conflicts (Caputo et al., 2018). In order to not create any confusion, I will follow the main stream of research which follows the management literature (Jehn, 1997; Jehn & Mannix, 2001) and considers the three types of conflict (relationship, task, process) separately (Bettinelli, Mismetti, De Massis, Del Bosco, 2021; Kellermanns & Eddleston, 2007).

In the family firms' literature, process conflict is further conceptualized as disagreements on which family members should perform which tasks (Kellermanns & Eddleston, 2004; Jehn, 1997). This implies that process conflict mainly refers to discussions on who is responsible for which tasks (Jehn & Mannix, 2001; Kellermanns & Eddleston, 2007). Process conflict in family firms typically concerns employee/leader responsibilities, and can have both negative and positive aspects: family firms with low levels of process conflict may have problems effectively organizing who does what, while those with excessively high levels of such conflict may face uncertainty and disruptive rivalries (Kellermanns & Eddleston, 2004). For these reasons, like task conflict, process conflict is theoretically considered to have a reverse U-shaped relationship with family business performance. It would be optimal for the organization to have moderate levels of process conflict, as this allows the consideration of different options, avoiding hasty/impulsive reactions, motivating and involving family (and non-family members) in the decision-making process (Tjosvold, 1991; Morgan & Gómez-Mejía, 2014).

3.4 Succession Conflict

A fourth, unique type of conflict, can be identified as specific of family businesses, which I will name from now on as succession conflict. The object of succession conflict is the family business transfer from one generation to another. It refers to conflict as occurring with regards to succession dynamics (Nicholson, 2008, p.111), and, compared to others forms of conflict, it is acknowledged as the most typical in family firms (Marshall et al., 2006).

This category includes all forms of conflict occurring between the older and younger generation, i.e., parent-offspring conflict – intergenerational conflict - (e.g., Haberman & Danes, 2007) as well as within the same generation – intragenerational conflict - (e.g., Avloniti, Iatridou, Kaloupsis, & Vozikis, 2014). The most common case where this type of conflict occurs is during the process that every family business follows when one generation hands over the business to the next, i.e., succession (Jayantilal et al., 2016). This typically occurs over a long period where disagreements on the transfer of ownership and distribution of management power or other forms of recognitions (e.g., cash) become evident (Marshall et al., 2006; Björnberg & Nicholson, 2007; Bentayou, 1999). While such disagreements tend to manifest between the older and younger generation, they often also concern rivalry between heirs (Jayantilal et al., 2016; Nazer & Llorca-Jaña, 2020), potentially persisting in the family and the business for years. Coherently, there is evidence that conflicts between family members increase at every succession experienced by the family firm (Beckhard & Dyer, 1983; Sreih et al., 2019).

It is important to highlight that this type of conflict is typically intertwined with other forms of conflict. For example, members of different generations may well have contrasting views on "how to run the company" (i.e., process conflict) "as well as its future direction" (i.e., task conflict) (Filser et al., 2013, p. 260).

3.5 Conflict based on actors

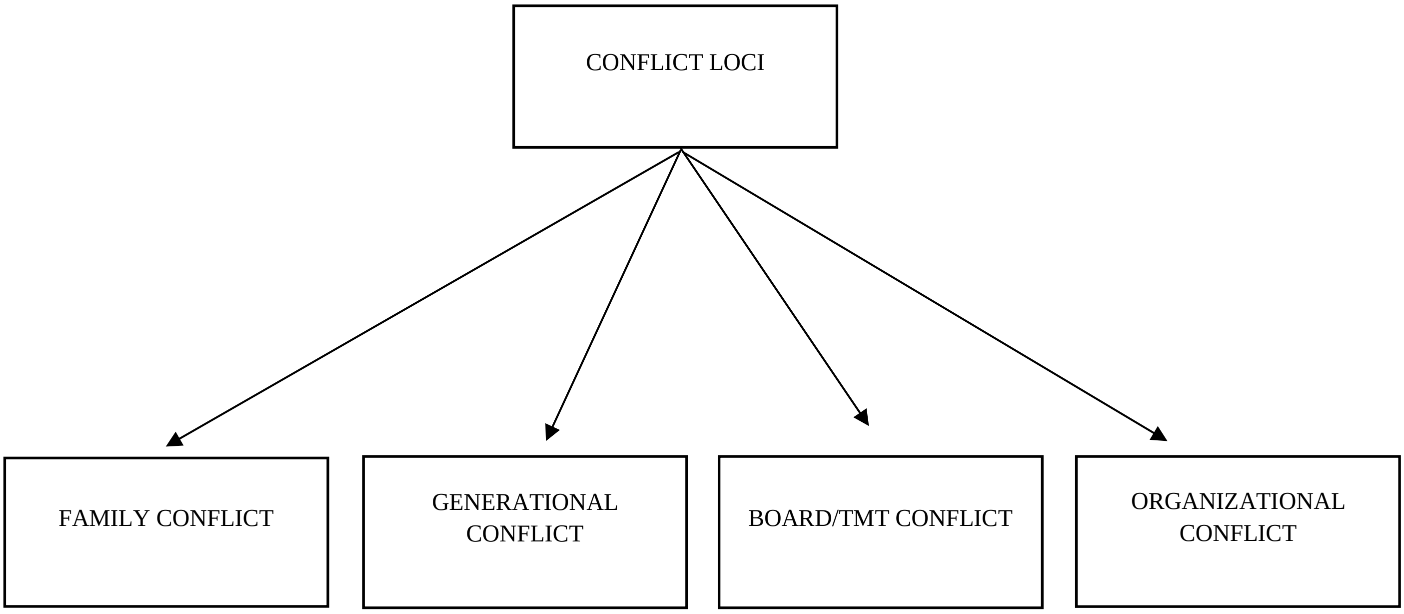


Figure 8. Family Business Conflict Loci
Source: adapted from Bettinelli et al. (2021)

Some research on conflict point their attention on the locus, i.e. where the conflict occurs and among which actors of the organization. A recent systematic literature review of Bettinelli et al. (2021), identified four different areas of conflict based on its locus (Figure 8). The four loci are: family conflict, generational conflict, board/TMT conflict, organizational conflict. Family conflicts refers to conflicts among family members despite the generation in which they belong. Generational conflict regards conflicts among family members of different generations. Board and top management team conflict concerns to conflicts among members of the board/top management team, which can be both family and non-family members, based on the different compositions of the board. Lastly, organizational conflict concerns conflict within the entire firm, which include all employees and the business stakeholders.

3.6 Scales of measurement: Conflict

Most of the quantitative articles studying conflicts in family firms adopted scales from the seminal work of Jehn (1995) for use in family business settings. In this paragraph (Tables 4, 5, 6), I report the main scales implemented in the family business literature divided by the three main different type of conflicts (relationship, task and process) that I gathered from the family business literature, in which are stated: the type of conflict, the article from which the scale of measurement is gathered and additional information about the scale, and the Point Likert-type scale used in the specific study. Interestingly, there is no availability of an actual scale of measurement for succession conflict, as it is typical of family firms and it is mainly analyzed with qualitative analysis (e.g., Cater III, Kidwell, & Camp, 2016), highlighting the need for a creation of a validated scale which would help family business scholars in their future research of such an important and critical aspect that characterize this type of organization.

Table 4. Scale of Measurement for Relationship Conflict
Source: Personal Elaboration

Relationship Conflict	**Used by Rousseau, Kellermanns, Zellweger, & Beck, (2018): taken from Eddleston and Kellermanns (2007),who adapted Jehn's (1995) and Amason's (1996) scales for use in family firms.**	**7-point Likert-type scale**
How much negative interpersonal conflict is there in your family firm?		
How much negative emotional conflict is there in your family firm?		
How often do personality clashes get in the way of sensible decision making?		

How often do family members get angry with each other working in your family firm?

Table 5. Scale of Measurement for Cognitive Conflict
Source: Personal Elaboration

Task Conflict	**Used by Kellermanns, & Eddleston, (2007): adapted from Jehn (1995) and Shah & Jehn (1993)**	**7-point Likert-type scales**
There is much conflict of ideas in our family firm		
We often have disagreements within our family firm about the tasks we are working on		
We often have conflicting opinions about the projects we are working on in our family firm		
We often have disagreements within our family firm about the future strategy		

Table 6. Scale of Measurement for Process Conflict
Source: Personal Elaboration

Process Conflict	**Used by Kellermanns, & Eddleston, (2007): adapted from Jehn (1995) and Shah & Jehn (1993)**	**7-point Likert-type scales**
We often have disagreements about who should do what in our family firm		
There is much conflict in our family firm about task responsibilities		

We often disagree about resource allocation in our family firm

3.7 Conflict Management

As previously discussed, conflict arises from different reasons in the family business system, evolves over time, and having moderate levels of some type of conflicts inside the top management team can be beneficial as people can come up with better ideas or better solutions which can give a competitive advantage to the firm (e.g., Zattoni, Gnan, & Huse, 2015). Therefore, conflict do not necessarily need to be eliminated, but they need to be properly managed. Thus, it is essential to know how to manage them.

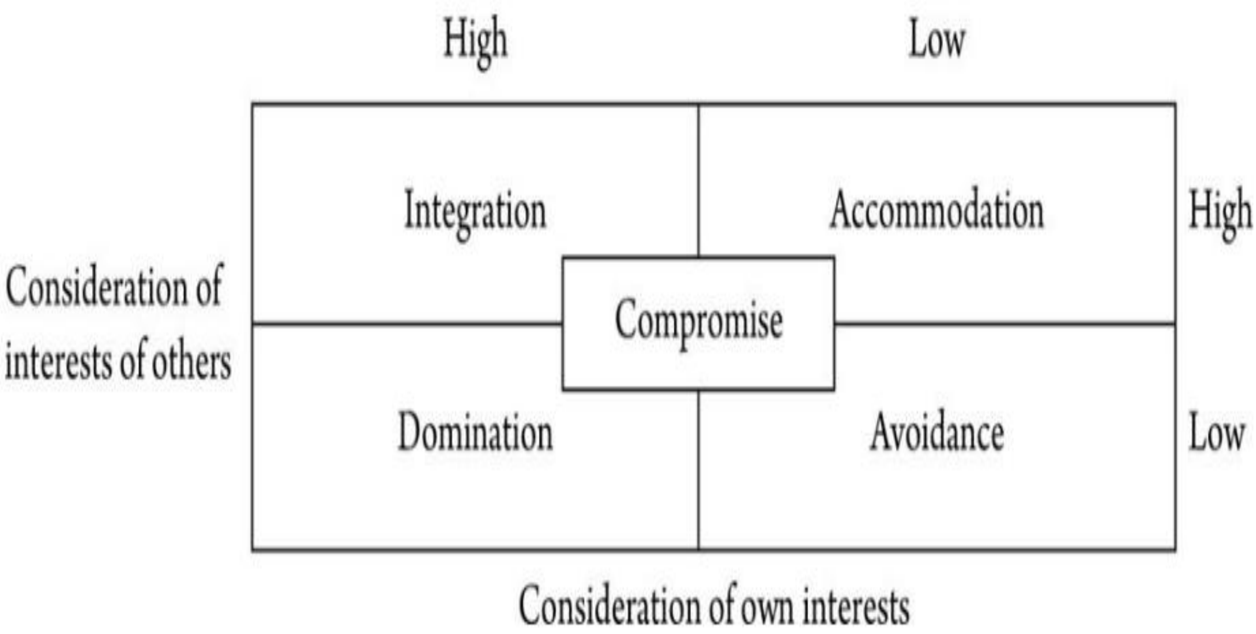


Figure 9. Conflict Management Styles
Source: Rahim, 1983

As depicted in Figure 9, among the various possible strategies, the configuration proposed by Rahim (1983) seems particularly suitable to explain how family members handle conflicts (Zellweger, 2017). Rahim (1983) articulated a configuration of strategies to manage conflict by considering the level of consideration that the parties involved devote to their own and others' interest, which leads to five possible conflict management strategies: accommodation, compromise, integration, domination, and avoidance.

More specifically, integration conflict management style is assertive. When collaborating, the individual who adopts this particular conflict management style tries to work with the other person they are in conflict with, to find ways that are good for both individuals and/or for the entire group of individuals. They investigate the problem, identify mutual research and desires and try to find a third alternative - perhaps with a creative and better solution - that meets everyone's needs.

Domination conflict management style is used when individuals pursue their own goals without worrying about those of others. In competition, winning the conflict is considered the best situation, it means winning against another person/group and to make their own position prevail over that of the other and to do so, they use all the necessary power.

Accommodation is the opposite of competition. In adapting to the other, individuals deny they own will to accept that of others. they sacrifice their will to obey an order or to give in to another person's point of view.

Avoidance happens when individuals do not face the conflict, and therefore people do not care about their own will or that of others. The flight takes the concrete form of postponing the conflict to a later moment, of definitively withdrawing from the threatening situation or of evading the problem in a diplomatic way.

Compromise is when people look for a middle ground that partially satisfies both parties. The compromise is somewhere between competition and adaptation: unlike flight, it deals directly with conflict, but not as deeply as in collaboration.

Different individuals use different conflict management styles. Still, we do not know which conflict management styles family and non-family firm's CEOs can use within their Top Management Team to increase beneficial aspects of conflict and manage detrimental conflicting dynamics. Research on conflict in family business has shown that conflict management strategies can lead to positive results (Sorenson, 1999) and outcomes under uncertain conditions (Kellermanns & Eddleston, 2004). Knowing how to properly manage conflicts would help scholars in continuing the debate with further research and would also support managers and family businesses in real life situations.

4 Cohesion in family firms

4.1 Cohesion based on actors

Most of the studies interested in analyzing cohesion in family firms relied on the concept of group cohesion (Carron & Brawley, 2000). This stream mainly refers to the family as a group, and how the family members stick together and feel connected and responsible one another (Bollen & Hoyle, 1990; Olson & Gorall, 2003). More recently, Bettinelli et al. (2021) in their categorization of cohesion in family firms identify four different areas based on its locus, in which cohesion is analyzed by previous scholars. The four loci (Figure 10) are, in line with the conflict categorization by locus: family cohesion, generational cohesion, board/TMT cohesion, organizational cohesion. Family cohesion refers on the bond that members of the family have one another (Olson & Gorall, 2003), how they feel part of the family and the feelings toward and unified family (Bollen & Hoyle, 1990). Generational cohesion concerns how family members of different generations fell and are boned one other. Board and top management team cohesion refers to how the members of the board/top management team are unified among each other. Differently from the previous two categorizations, in this case, the group members may be external from the family, since many organizations has non-family CEO and non-family members that, together with family members, are part of the decision process of family businesses. Finally, organizational cohesion concerns the unity within the entire enterprise and the commitment toward the common goal of the family business (Miller, Lee, Chang, & Le Breton-Miller; 2009).

The review of Bettinelli et al. (2021) also reveals some critical aspects of cohesion, which is mostly seen as positive, while less analyzed but still important is the consideration, especially in the top management team, of detrimental aspects of such phenomenon which may lead to group-thinking (Ensley et al., 2007).

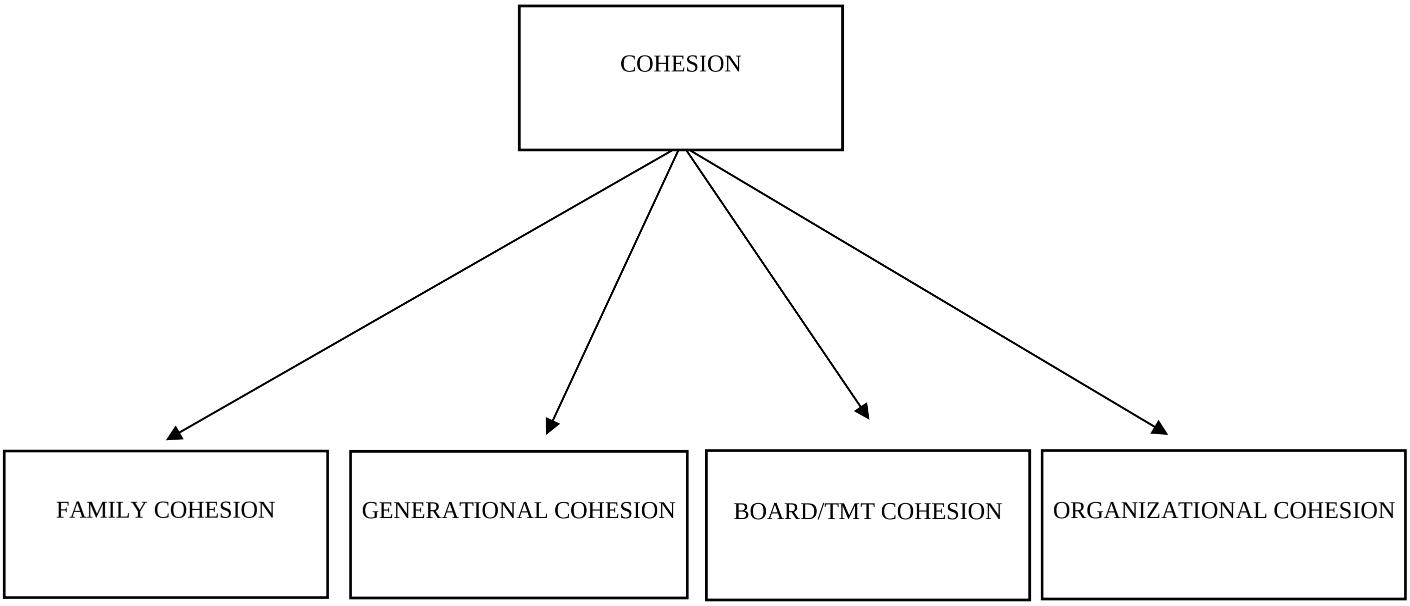


Figure 10. Family Business Cohesion Loci
Source: adapted from Bettinelli et al. (2021)

4.2 Cohesion based on type

As aforementioned, the family business literature on cohesion is more concerned on the locus of analysis in which the cohesion is (is not) manifested/present (Bettinelli et al., 2021). However, following the broader management literature on groups and teams (Bernthal & Insko, 1993; Carron & Chelladurai, 1981), some attempts have been done to analyze cohesion based on its type (i.e., on the object of cohesion). Focal on this point is the pioneer study by Björnberg & Nicholson (2007), which classified cohesion in family firms in two types: cognitive and emotional. The authors highlight the importance of both types of cohesion. Emotional cohesion is needed to foster and maintain interpersonal and professional relationship, not only within the family business but also with external stakeholders (Nicholson & Björnberg, 2004). Cognitive cohesion is essential for generating a solid and united leadership based on shared norms and values within the family business that are clear not only among family members but also to nonfamily ones (Björnberg & Nicholson 2007).

4.3 Scales of Measurement: Cohesion

The quantitative studies on cohesion in family firms use various sources for scientific scales to measure cohesion. The cohesion scales in family business literature differ on the actors involved and, on the locus in analysis. As reported in the paragraph for conflict scales, below (Tables 7, 8, 9) I report the scales for measuring cohesion in family business that I gathered from the literature, in which are stated: the locus of cohesion, the article from which the scale of measurement is gathered and additional information about the scale, and the Point Likert-type scale used in the specific study.

Table 7. Scale of Measurement for Family Cohesion
Source: Personal Elaboration

Family Cohesion	**Used and developed by Zahra (2012)**	**5-point Likert-type scales**
Members of this family care deeply about one another		
Members of this family support one another.		
Members of this family are proud of being part of the family.		
Members of this family depend on each other.		
Members of this family work closely together to accomplish family goals.		
Members of this family would do almost anything to remain together		
Members of this family are always engaged in dysfunctional conflicts (r).		
Members of this family stick together.		

Table 8. Scale of Measurement for Board/TMT Cohesion
Source: Personal Elaboration

Board/TMT Cohesion	Used by Bettinelli, (2011); taken from O'Reilly et al. (1989) and Seashore (1954)	4-point Likert-type scales
indicated the extent to which board members: (a) were ready to defend each other from criticism by outsiders		
indicated the extent to which board members: (b) helped each other on the job		
indicated the extent to which board members: (c) got along with each other		
indicated the extent to which board members: (d) stuck together		

Table 9. Scale of Measurement for Organizational Cohesion
Source: Personal Elaboration

Organizational Cohesion	Used by Vallejo (2009); adapted from Beehr (1976)	7-point Likert-type scales
The work colleagues defend each other from the criticisms of people from outside the firm.		
If I have difficulties in my work, I am convinced that my colleagues will try to help me to overcome them.		
I consider the majority of people with whom I work are friends as well as colleagues.		

The presence of the stream of literature on cohesion that focuses on the various types is less prevalent and nuanced. Thus, the scales on the types of cohesion are limited, but still important. I report below (Tables 10, 11) the scales used to measure Cognitive and Emotional Cohesion in the Family Climate Scale developed by Björnberg & Nicholson (2007).

Table 10. Scale of Measurement for Cognitive Cohesion
Source: Personal Elaboration

Cognitive Cohesion	**Developed by Björnberg & Nicholson (2007)**	**7-point Likert-type scales**
In this family we have similar views on things		
In this family we tend to have widely differing views on most social issues (R)		
In this family we have shared interests and tastes		
In this family our attitudes and beliefs are pretty similar		
In this family we do not have much in common (R)		
In this family we think alike		
In this family we have radically different perspectives on things (R)		
In this family our values are very similar		

Table 11. Scale of Measurement for Emotional Cohesion
Source: Personal Elaboration

Emotional Cohesion	**Developed by Björnberg & Nicholson (2007)**	**5-point Likert-type scales**
In this family for many of us our strongest emotional ties are outside the family (R)		
In this family the emotional bond between us all is very strong		
In this family we usually feel happy to be with each other		
In this family we miss each other when we're apart for a while		
In this family, family members make each other feel secure		
In this family, family members feel warmth for each other		
In this family we are not emotionally close (R)		
In this family we feel a lot of love for each other"		

5 A New Model to Conceptualize Conflict in Family Firms

Based on the illustration of the state of the art on the literature on conflict and cohesion presented above, the literature on cohesion is mainly based on the loci categorization, while the same cannot be said about the literature on conflict.

For this reason, in this section I present a new model of conceptualizing conflict in family firms by building a conjunction table that represent a theoretical contribution of this thesis.

To briefly recap, a major challenge of the literature analyzed is that the authors focusing on cohesion have used categories that are based on loci (i.e., focusing on the "context" of cohesion: family, generational, board/TMT, and organizational), while the authors focusing on conflict have adopted a mix of two strategies, since they have used categories based on type (i.e., focusing on the "what" of conflict: relationship, task and process conflict types) and based on the loci. In addition, the findings of the review show that these two different approaches have led not only to the use of different categorizations (and vocabularies) but also theories based on different groundings (i.e., studies on conflict relying more on the social-psychology theories typical of the organizational behavior field, while studies on cohesion relying more on sociological and family theories typical of family business studies) that need to be bridged.

Clearly, the findings presented in the previous chapters (first on conflict, then on cohesion) require a conjunction effort, otherwise the current state of the art would hinder a clear understanding of how research that explores conjointly conflict and cohesion can progress. In other words, there is a need to bridge the studies on conflict and cohesion, along with their theoretical and ontological stances, to offer new research directions for sound future work.

The conjunction effort is presented in Figure 11 and substantiated in Table 12, where I first present the types of conflicts and then consider how they have been studied in each loci (family, generational, TMT/Board and organizational), linking these two categorizations (by type and by locus) to the respective drivers and outcomes that were found in the empirical literature as well as to the theories used to approach each study. Thus, Table 12 shows how the types of conflict converge in certain loci but also summarize the respective drivers, outcomes and theories used. The contribution/added value of this table is at least twofold: 1) they are very useful for a reader who needs a quick grasp of the main concepts, categories and theories used to study conflict in family firms, 2) they offer the base on which to build in order to design a new research on such topics.

In addition, the table presented offer insights for future research because it highlights where gaps exist (i.e., the empty cells in the table). The most evident lacuna exists where no empirical research is present on both drivers and outcomes, this is the case for: succession conflict studied in the context of Boards/top management teams and in that of the organization, and process conflict in the context of Boards/top management teams.

Type of Conflict				
Process Conflict	Process conflict among family members	Process conflict among different generations	Process conflict within the board	Process conflict within the entire organization
Task Conflict	Task conflict among family members	Task conflict among different generations	Task conflict within the board	Task conflict within the entire organization
Succession Conflict	Succession conflict among family members	Succession conflict among different generations	Succession conflict within the board	Succession conflict within the entire organization
Relationship Conflict	Relationship conflict among family members	Relationship conflict among different generations	Relationship conflict within the board	Relationship conflict within the entire organization
Locus of Conflict	Family	Generational	Board/TMT	Organizational

Figure 11.[3] *A New Model for Conflict in Family Firms*
Source: Personal Elaboration

[3] The idea of Figure 11 was born in collaboration with Professors Cristina Bettinelli, Alfredo De Massis, Barbara Del Bosco, which I thank for their contribution and insights in building the model and the conjunction table.

Table 12.[4] *Conjunction Table of Conflict Types and Conflict Loci in Family Firms*
Source: Elaboration with Professors Bettinelli Cristina, De Massis Alfredo, Del Bosco Barbara

*Note: Authors marked with * indicates conceptual and non-empirical articles*

Type	Locus	Driver	Main theory	Outcome	Main theory	General
RELATIONSHIP CONFLICT	FAMILY	• Altruism (-) Eddleston & Kellermanns (2007); Morgan & Gómez-Mejía (2014)*	Stewardship theory; Socio-emotional Wealth perspective/ Social Exchange Theory	• Firm's longevity (-) Cater et al. (2016) • Formation of new businesses (+) Cater et al. (2016)	Conflict Theory + different literatures: Family and Team Dynamics in Succession	• Van der Merwe et al. (2012) • Gagné et al. (2014)* • Chirico et al. (2011) • Duréndez et al. (2019) • Le Breton-Miller & Miller (2014)
		• Successor team formation (+/-) Cater et al. (2016)	Conflict Theory + different literatures: Family and Team Dynamics in Succession	• Human and financial capital (-) Scholes et al. (2016)	Socio-emotional Wealth perspective	

[4] The idea of Table 12 was born during the crafting of our literature review article: Bettinelli et al. (2021). I want to thank Professors Cristina Bettinelli, Alfredo De Massis, Barbara Del Bosco for their contribution and insights in building the model and the conjunction table.

• Presence of non-family managers (+) Sonfield & Lussier (2009)	n.e. (relies on family business and conflict literatures)	• Firm performance (-) Eddleston & Kellermanns (2007)	Stewardship theory	• Herrero (2018) • Pearson et al. (2014) • Schmidts (2013)
• Women in board of directors (-) Samara et al. (2019)*	n.e. (use of Family Business and Corporate Governance Literature)	• Subjective firm valuations (+/-) Rousseau et al. (2018)	Socio-emotional Wealth perspective, behavioral agency model, mixed gambles, which are all three grounded in prospect theory	• Sharma & Sharma (2011)* • Beehr et al. (1997) • Sreih et al. (2019)
		• Knowledge internalization (-) Chirico & Salvato (2016)	Knowledge Based Theoretical Approach	

		• Product development (-) Chirico & Salvato (2016)	
		Family harmony (-) Jayantilal et al. (2016)*	Game theory
		• Family business growth (-) Lambrecht & Lievens (2008)	Procedural Justice Theory (social scientists-psychology)
		• Family member impediment (+) Kidwell et al. (2012)	Leader member exchange and Group Value Model of Justice (use of Ethical

				Climate Literature and family business literature)	
			• Negative emotions among family members (+) Morgan & Gómez-Mejía (2014)*	Socio-emotional Wealth perspective/ Social Exchange Theory	
GENERATIONAL	None identified		None identified		
BOARD/TMT	• TMT composed only by parental family members (-) Ensley & Pearson (2005)	Upper echelon/ Theories on behavioral dynamics of teams	• Firm performance (+/-) Ensley et al. (2007)	Upper echelons/ Tournament theories	• Sciascia et al. (2013) • Schjoedt et al. (2013)*

		• Short and long-term pay dispersion (+/-) Ensley et al. (2007)	Upper echelons/ Tournament theories			
	ORGANIZATION	• Concentration of control (+/-) Kellermanns & Eddleston (2004)*	Conflict theory	• Firm performance (+/-) Kellermanns & Eddleston (2007); Kellermanns & Eddleston (2004)*	Conflict/Social exchange theories; Conflict theory	• Claßen & Schulte (2017)
		• Participative decision-making (+/-) Eddleston et al. (2008)	Multilevel theory and research design			
SUCCESSION CONFLICT	FAMILY	None identified		Noone identified		• Gagné et al. (2014)*
	GENERATIONAL	• Family unity (-) Jaskiewicz et al. (2016)	Institutional Theory	• Successful business transition (-) Nazer &	n.e. (use of Family Business	• De Clercq & Belauste

• Cohesive family culture (-) Jaskiewicz et al. (2016) • Egalitarian leadership style (-) Jaskiewicz et al. (2016)		Llorca-Jaña (2020)	Succession Literature)	guigoitia (2015)* • Bobillo et al. (2013) • Nicholson (2008)* • Marshall et al. (2006) • Discua Cruz et al. (2013) • Avloniti et al. (2014)* • Levinson (1991)*
• Plan the succession process (-) Filser, et al. (2013)*; Brenes et al. (2006)	n.a.; n.e. (Use of Family Business Literature)	• Firm continuity (-) Kiong (2005)	n.e. (Reference to literature on Sociology and family firms)	
• Offspring feeling of exclusion (+) Haberman & Danes (2007)	The family FIRO (fundamental interpersonal relationship orientation) model	• Firm innovation (+/-) Kammerlander et al. (2015)	Organizational (and innovation) theory	
• Founder focus in shared stories (+/-)	Organizational (and	• Breakup of a group of business	n.e. (use of Business History and	

Kammerlander et al. (2015)	innovation) theory	assets (+) Fernández-Roca et al. (2014)	Family Business literatures)
• Third or later generations leading the family firm (+) Davis & Harveston (1999) • Founder's generational shadow (+) Davis & Harveston (1999)	n.e. (Use of Family Business Succession Literature)	• Smooth family firm transition (-) Morris et al. (1997)	n.e. (Use of Family Business Succession Literature)
• Influential family members at work (+) Davis & Harveston (2001) • Influential family members not at work (+/-)	Conflict theory		

Davis & Harveston (2001) • Social interaction among family members (only for 3rd and later generations) (+) Davis & Harveston (2001)		
• Deficient communication (+) Michael-Tsabari & Weiss (2015)*	Game theory	
• Projective identification (+) Petriglieri & Stein (2012)	Systems psychodynamic perspective	
• Generation's number (+)* de Vries (1993)	n.e. (use of pshychology literature)	

		• Strategies to transmit responsible family ownership (-) Aragón-Amonarriz et al. (2019)	n.e. (reference to Stewardship Theory, Socio-emotional Wealth and literatures on family social capital-family business		
		• Rivalry/conflict management (-) Pardo-del-Val (2009)	Change management theory (mainly from an organizational behavior perspective)		
	BOARD/TMT	None identified		None identified	
	ORGANIZATION	None identified		None identified	
COGNITIVE CONFLICT	FAMILY	• Trust (-) Kudlats et al. (2019)	Intergroup theory	None identified	• Gagné et al. (2014)*

					• Chirico et al. (2011)
GENERATIONAL	None identified		None identified		
BOARD/TMT	• Family involvement (-) Zattoni et al. (2015)	Process-based view of boards of directors + Agency/Resource dependence theories	• Firm performance (+/-) Zattoni et al. (2015); Ensley et al. (2007)	Process-based view of boards of directors + Agency/Resource dependence theories; Upper echelons/ Tournament theories	• Sciascia et al. (2013) • Schjoedt et al. (2013)* • Anderson & Reeb (2004) • Ensley (2006) • Collin & Ahlberg (2012)
	• TMT composed only by parental family members (-) Ensley & Pearson (2005)	Upper echelon/ Theories on behavioral dynamics of teams	• Board strategy tasks performance (+) Zattoni et al. (2015)	Process-based view of boards of directors + Agency/Resource dependence theories	

• Moderate number of owners with equal ownership dispersion (+) Zona (2014)	Process-based view of boards of directors	• Board service task performance (+) Zona (2016)	Process-based view of boards of directors integrated with Upper echelons theory
• Short and long-term pay dispersion (+/-) Ensley et al. (2007)	Upper echelons/ Tournament theories	• Board monitoring activities (+) Goergen et al. (2015) Cognitive conflict proxied by age difference • Firm value (for firms in need of monitoring) (+) Goergen et al. (2015) Cognitive conflict proxied by	n.e (reference to corporate governance literature)

				age difference Both are conceptual relationships postulated in an empirical article		
	ORGANIZATION	• Concentration of control (+/-) Kellermanns & Eddleston (2004)*	Conflict theory	• Firm performance (+/-) Kellermanns & Eddleston (2007); Kellermanns & Eddleston (2004)*	Conflict/Social exchange theories; Conflict theory	• Spriggs et al. (2013)
		• Participative decision-making (+/-) Eddleston et al. (2008)	Multilevel theory and research design	• Effective decision-making (+) Kellermanns & Eddleston (2004)*	Conflict theory	
PROCESS CONFLICT	FAMILY	• Trust (-) Kudlats et al. (2019)	Intergroup theory	None identified		• Gagné et al. (2014)*

GENERATIONAL	None identified		None identified		
BOARD/TMT	None identified		None identified		• Collin & Ahlberg (2012)
ORGANIZATION	• Concentration of control (+/-) Kellermanns & Eddleston (2004)*	Conflict theory	• Firm performance (+/-) Kellermanns & Eddleston (2007); Kellermanns & Eddleston (2004)*	Conflict/Social exchange theories; Conflict theory	• Claßen & Schulte (2017)
	• Introduction of fair process (-) Van der Heyden et al. (2005)	Procedural Justice Theory (social scientists-psychology)			

While many articles on conflict and cohesion in family firms focus on the uniqueness of family enterprises, the contribution of studies comparing family versus non-family is worth noting. The empirical literature indeed offers some first insights on the differences between family and non-family firms and the categorization based on locus (i.e., where conflict and cohesion occur) seems particularly useful in that it highlights the peculiarities of family firms compared to non-family firms for both conflict and cohesion. Specifically, empirical studies on conflict and or cohesion comparing family and non-family firms prevail in the loci of top management team and organization. Instead, family conflict and family cohesion, as well as generational conflict and generational cohesion, are distinctive of family firms. In these latter loci, studies focusing only on family firms revealed unique family firms' characteristics (e.g., conflict and cohesion during the succession process, siblings' rivalries). This is the reason why articles focusing on these four loci only studied family firms. For instance, Björnberg & Nicholson (2012) found that family climate (seen as cohesion), which includes family dynamics and family members relationships, positively influence emotional ownership; Jaskiewicz et al. (2016) indicated that family unity and a cohesive family culture reduce generational conflict. Another reason of this pattern might be methodological: it seems easier to gather comparative data (i.e., on family versus non-family firms) on conflict and/or cohesion at the top management team and organizational levels, rather than at the family level, where the members might be more reluctant to share information about cohesive and conflicting situations. Thus, the stream of articles focusing on the family and generational loci shows the key features related to conflict and cohesion that are exclusive in family firms.

Different research designs and priorities emerged instead regarding the board and organization loci where it was possible to find insights not only on the family versus non-family differences but also to expand the understanding of the family variables that are unique to family firms. Ensley and Pearson (2005) show the differences not only within family firms and their heterogeneity but also show the differences between family and non-family firms. Even though the effects of relationship conflict are negative for both family and non-family firms, this study shows that relationship conflict is more present in family firms where there are siblings or cousins in the top management team– unique family firms' actors that generate rivalries – and cohesion is reduced. In the same vein, Ensley et al. (2007) demonstrate that the effects of pay dispersion on conflict and cohesion are stronger and more harmful in family firms, where groups dynamics are more multiplex and family members have higher expectations of justice and affection, than in non-family firms.

In sum, conflict and cohesion are multifaceted constructs with both positive and negative meanings. There is large agreement that these two important phenomena explain a number of dynamics that involve the family, the organization, and its components. There are also several contributions that examine conflict in its negative aspects and cohesion in its positive aspects. In contrast, less emphasis is placed on how conflict and cohesion are linked, on the positive aspects of conflict and on the negative ones of cohesion (Bettinelli et al. 2021). I believe that the new model presented provide a better understanding of this issue, which would significantly advance academic research and management practice.

6 Study 1

The goal of this chapter is to present a snapshot of conflict and cohesion in family and non-family firms' top management team in a quantitative study, as part of a mixed-method approach that I plan to use in my dissertation. I intend to quantitative observe differences in a sample of Italian medium-large family and non-family firms. I am to observe whether family firms differ from their non-family counterparts in terms of propension towards conflict and cohesion within their Top Management Team. Furthermore, I will deepen into heterogeneity aspects of family firms, to identify differences among various family firms' settings. I will do so, by analyzing survey data, which will be discussed later in the chapter.

6.1 Overarching Theory and Hypotheses Development

Among the various theories and perspectives used by scholars in the family firms' literature on conflict and cohesion, there are some of these that are more exploited than the others, as explained in Bettinelli et al. (2021). This is the case of upper echelons theory, which is suited to act as overarching theory of this chapter. In Study 1 I analyze top management team dynamics in family and non-family firms through the lenses of upper echelons theory (Hambrick & Mason, 1984). The focus of upper echelons theory is on the top executives of a firm. This theory undertakes that firms' actions and processes are the result of collective characteristics in which situations are differently interpreted. To better understand organizations, we have to consider the characteristics, biases and cognitive frames of their top executives as a team rather than focus on the mere individual (Hambrick, 2007). As such, an organization is a reflection of its executives, which can be either a competitive advantage or a source of weakness for the firm (Kessler, 2013). According to upper echelons theory, the entire team is considered as a whole rather than focusing on single members. Indeed, the unit of analysis is the team. Top management team composition and demographic characteristics, as well as managerial behavior and cognition can shape firm performance and dynamics (Carpenter, Geletkanycz & Sanders, 2004). As rooted in the upper echelons theory, decision makers such as executive members are human being, therefore they are subject to internal and external influences, and may not always act rationally (Kessler, 2013). Top management teams and firms are influenced by team processes and the way executives communicate and related one another. As assumed by upper echelons theory, top management team composition and demographic characteristics explain team dynamics and functionalities, along with firm outcomes (Carpenter et al., 2004). Given the unique family firms' settings, in terms of ownership, individuals, relationships and in the various top management team possible compositions, the theoretical lenses of upper echelons theory seem appropriate to study family firms' top management teams in their heterogeneity and in their differences with non-family firms. Team functioning and team dynamics depends on firm, top management team, and individuals' characteristics. Therefore, I aim to have a snapshot of family and non-family firms' top management teams in conflict and cohesion dynamics with the goal to highlight differences/similarities within family firms and among family and non-family organizations.

Previous studies have adopted this approach to top management teams' dynamics with specific focus on conflict and cohesion in family business. For instance, as previously discussed, Ensley and Pearson (2005) made a discriminant analysis of parental, familial and non-family top management teams, finding differences among the three. Ensley et al. (2007) examined the relationships between pay dispersion, conflict and cohesion in top management teams. This stream of research argues about the importance of top management teams and its relationship with relational dynamics based on the team diversity (Sciascia et al., 2013). Family firms are ground for interpersonal conflicts and unique cohesive dynamics, where emotions run high and personal ties play a crucial role. Zattoni et al. (2015) found that task conflict in the top management teams is reduced by family members with voting control and active in the business, while Zona (2016) found that a family CEO increases the level of task conflict in the top management team in family firms compared to a non-family CEO. Focusing on the whole executive team as a unit, and not on the family CEO only, I build on the study of Zattoni et al. (2015), where task conflict is reduced in presence of active family members in the business. This could be due to an excessive trust among family members, which increases cohesion and reduces beneficial types of conflict (Kudlats et al., 2019), compared to non-family organizations, in which decision making is not influenced by blood ties and there should be more discussion. Indeed, beneficial types of conflict (task and process) should be higher in non-family firms due to less bonds between the team members. On the other hand, cohesion among family members and organizations should be facilitated given the ties existing among family members. Indeed, focusing on various top management teams' compositions, Ensley and Pearson (2005) found that top management teams with members having parental ties, have higher level of cohesion and reduced relationship conflict than non-family top management teams. Therefore, family and non-family firms should differ in their level of conflict and cohesion in the top management team. Furthermore, the authors discovered that top management teams composed by siblings or cousins have lower cohesion and higher relationship conflict than non-family top management teams (Ensley & Pearson, 2005). Thus, I propose the following hypotheses:

H1: The propensity of relationship conflict in the top management team is higher in family firms than in non-family firms.

H2: The propensity of task conflict in the top management team is lower in family firms than in non-family firms.

H3: The propensity of process conflict in the top management team is lower in family firms than in non-family firms.

H4: The propensity of cohesion in the top management team is higher in family firms than in non-family firms.

Now I will discuss differences of conflict and cohesion's levels in family firms only, based on family firms' top management teams' heterogeneity aspects, specifically focusing on the family involvement in the top management teams. One of the first empirical examples of how top management teams' interpersonal dynamics differ based on top management teams' composition and family members involved is given by Ensley and Pearson (2005). The authors found that top management teams with members having parental ties compared to those composed of family members without parental ties (i.e., siblings and cousins), have higher level of cohesion and reduced relationship conflict. Indeed, having members from different generations active in the business, can create jealousy, envy, and power war (Gordon & Nicholson, 2010). This is especially true, as family firms are characterized by the succession process and related interpersonal animosities. On this matter, Davis and Harveston (1999) found that family firms led by the third or later generation present higher conflict than family firms led by first or second generations. Indeed, incorporating multiple family members and family generations simultaneously in the business can enhance family conflict, especially among the current leader and the heirs (Morris, Williams & Nel, 1996), and alleviate the cohesion among family members. Kellermanns and Eddleston (2004) discussed about the role of generational and family involvement between task conflict, process conflict and family firm performance. On the same vein, Eddleston and Kellermanns (2007) argued about the influence of concentration control, defined as how much power is the hands of family members (Gersick et al., 1997), in family firms towards relationship conflict, but found no significant evidence. Members of a firm are more likely to take part of the decision process when concentration is low (Ruekertand & Walker, 1987), therefore, enhancing creativity and task achievement (Schwarz, 1990). The same could be said when there are multiple actors in the family business (Handler, 1994), as family members and non-family members in the top management team may have different interests, opinions and backgrounds. Therefore, they can consult with one another, bringing out more ideas and point of views. Also, roles, leadership and responsibilities may be less clear by having both family and non-family managers, increasing the discussion about processes. On the other hand, work division and job responsibilities should be already defined in family firms with only family members in the top management team, where roles are already established long time ahead. Following these reasonings, I aim to study the following hypothesis:

H5: The propensity of relationship conflict in the top management team differs between family firms with 100% family involvement in the top management team, family firms with less than 100% family involvement in the top management team, and non-family firms.

H6: The propensity of task conflict in the top management team differs between family firms with 100% family involvement in the top management team, family firms with less than 100% family involvement in the top management team, and non-family firms.

H7: The propensity of process conflict in the top management team differs between family firms with 100% family involvement in the top management team, family firms with less than 100% family involvement in the top management team, and non-family firms.

H8: The propensity of cohesion in the top management team differs between family firms with 100% family involvement in the top management team, family firms with less than 100% family involvement in the top management team, and non-family firms.

6.2 Sample and Survey Design

I accomplish the object of this chapter by using primary data from a survey conducted between July 2021 and December 2021 as part of a wider research project[5]. The sample consists of 244 family and non-family firms from various sectors and it is composed of

[5] Survey Data used in Study 1 is part of a broader project conducted by a research team of the Management Department of the University of Bergamo.

medium-large enterprises (more than 50 employees) located in Italy. The survey is cross-sectional and it was submitted to a member of the top management team of the firm. Out of the total sample, 110 are family firms, while 134 are non-family firms. The individuals interviewed are either the CEO or a Senior Manager member of the top management team of different firms. The CEO are 167, while the Senior Managers consists of 77. Thus, the final sample consists of 244 survey interviews for 244 firms. The sample is represented in Figure 12.

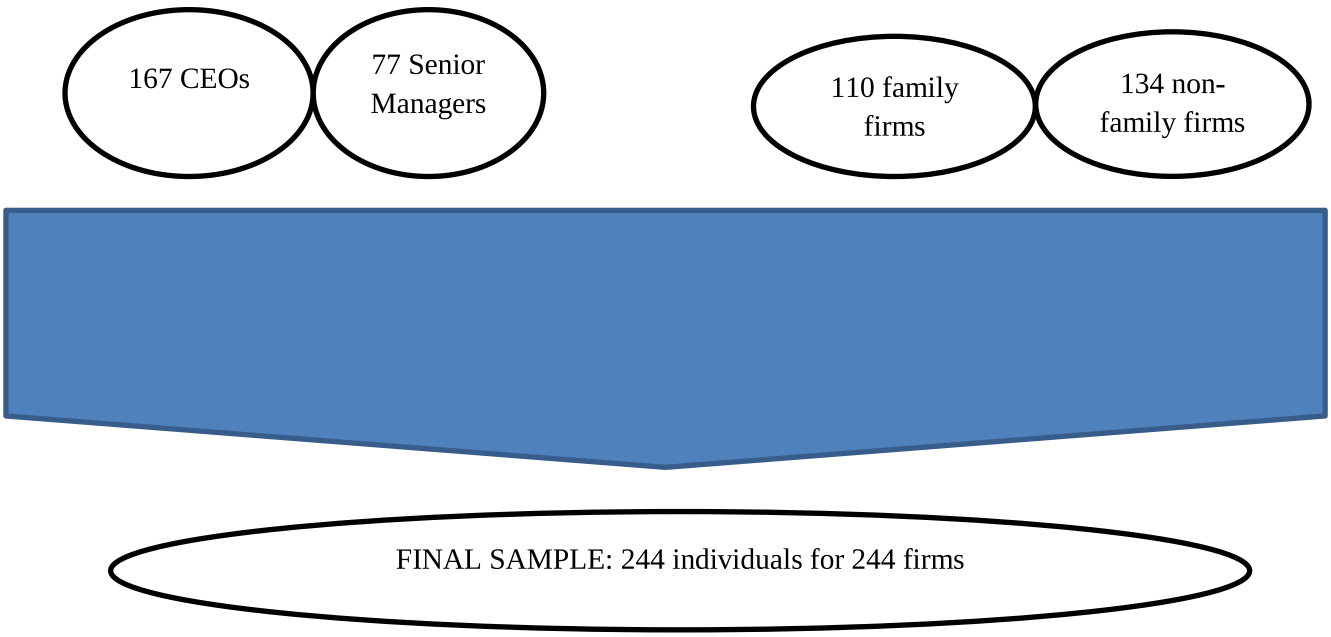


Figure 12. Survey Sample Description
Source: Personal Elaboration

The questionnaire was developed based on well-established scales of measurement for each of the chosen construct. To guarantee reliability and internal validity, I have calculated the Cronbach alpha for each construct. All constructs have Cronbach alpha higher 0.70, which is the typical threshold to ensure internal validity (Nunnally, 1978) – See Appendix for Stata elaborations. All the managers interviewed were Italian, and the items were asked in Italian language. The items were translated from English to Italian, back-translated and checked by a professional language expert to detect any translation issue (Brislin, 1980; Furlan, Galeazzo & Paggiaro, 2019). The interviews were conducted by phone from an external specialized Italian company. Respondents were asked to think about the general levels of conflict and cohesion generally present within their top management team, in order to address potential problems of retrospective memory limitations (Huttenlocher, Hedges & Bradburn, 1990) and to reduce differences due to recollection bias (Podsakoff & Organ, 1986). Further, I addressed the issue of common methods bias by checking primary data with objective secondary data on top management team composition gathered from the AIDA database.

Regarding the analytical techniques, data were analyzed using STATA 17 Software. I first used the T-test for testing hypotheses 1-4. The T-test for two independent samples is often used to compare the means of two groups and test of their differences (Satterthwaite, 1946). In this case, the two groups consist of family firms and non-family firms. Next, to test hypotheses 5-8, I performed the one-way analysis of variance (ANOVA) test, which is used to test for statistical differences between the mean of a dependent variable of three or more unrelated, independent groups. The T-test is commonly used for comparing the means of two groups, while the one-way ANOVA is used when comparing three or more independents, unrelated groups. Here, I considered three distinctive groups: family firms with 100% of family involvement in the top management team, family firms with less than 100% of family involvement, and non-family firms. When the ANOVA provides statistically significant results between the three or more groups, it is possible to determine which specific groups were significantly different from each other using specific post hoc tests. Thus, I will use the Tukey post hoc test to determine if and which specific groups differ in their means of conflict and cohesion.

6.3 Measures

Relationship conflict. Cronbach alpha = 0.79. The scale was taken from Simons & Peterson (2000) and originally developed by Jehn (1995). The items were personalized to reflect the executive group (here intended as top management team) context and were slightly adapted to increase variety of item phrasing from the original scale – See Table

13. Responses are recorded using a 5-point Likert scale (from 1 = "noone" to 5 = "a very great deal").

Table 13. Relationship Conflict Scale in Top Management Team
Source: Personal Elaboration

Items in English language	Cronbach alpha: 0.79
1. How much personal friction is there among members in your executive group?	
2. How much are personality clashes evident in your executive group?	
3. How much tension is there among members in your executive group?	
4. To what extent are grudges evident among members of your executive group?	

Task conflict. Cronbach alpha = 0.81. As per relationship conflict, the scale was taken from Simons & Peterson (2000) and originally developed by Jehn (1995). The items were personalized to reflect the executive group context and were slightly adapted to increase variety of item phrasing from the original scale – See Table 14. Responses are recorded using a 5-point Likert scale (from 1 = "noone" to 5 = "a very great deal").

Table 14. Task Conflict Scale in Top Management Team
Source: Personal Elaboration

Items in English language	Cronbach alpha: 0.81
1. How much do these executives disagree about the content of strategic decisions?	
2. How frequently are there disagreements about ideas in your executive group?	
3. To what extent are there differences of professional opinion in your executive group?	

4. How often do people in your executive group disagree regarding the company's strategic decisions?

Process conflict. Cronbach alpha = 0.72. The scale was taken from Shah & Jehn (1993). Responses are recorded using a 5-point Likert scale (from 1 = "noone" to 5 = "a very great deal"). The items were slightly adapted to focus on the executive board – See Table 15.

Table 15. Process Conflict Scale in Top Management Team
Source: Personal Elaboration

Items in English language Cronbach alpha: 0.72
1. How frequently were there disagreements about who should do what in your executive board?
2. How much disagreement was there about procedures in your executive board?
3. To what extent did you disagree about the way to do things in your executive board?

Cohesion. Cronbach alpha = 0.85. The scale was developed by Seashore (1954) and subsequently used by O'Reilly III, Caldwell & Barnett (1989). Responses are recorded using a 5-point Likert scale (from 1 = “strongly disagree” to 5 = “strongly agree”). The items were slightly adapted – See Table 16. Respondents were asked to think about the level of cohesion within the members of the executive board (here intended as top management team) and rate in what measure they agreed with each sentence.

Table 16. Cohesion Scale in Top Management Team
Source: Personal Elaboration

Items in English language	Cronbach alpha: 0.85
1. Generally, we are ready to defend each other from criticism by outsiders.	
2. Generally, we help each other on the job.	
3. Generally, we get along with each other.	
4. Generally, we stick together.	

Family firm. Family firm (dummy) is a dummy variable which distinguish from 1 = family firms and 0 = non-family firms. Data was gathered by asking the respondents whether they considered the firm in which they are employed a family firm, reading them the following definition from Chua et al. (1999): "The family business is a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families." p. 25. I also checked from secondary data that the family has ownership control of at least 50% of firm equity, as done in previous research (e.g., Arzubiaga et al., 2018).

Family Involvement in the Top Management Team. I divide family firms in two distinct groups based on the percentage of family members in the top management team (Sciascia et al., 2013). Family firms with only family members in their top management team - i.e., 100% family involvement in the top management team - are part of Group 1 (60 observations). Family firms with at least one member of the top management team is a non-family member – i.e., less than 100% of family involvement in the top management team - are part of Group 2 (50 observations).

6.4 Results

Following the research design, sample, construct description and scale validity, averages of each items are used to form variables for further statistical analysis. Figure 13 presents descriptive statistics of the sample and constructs, including their mean and standard deviation. The two groups (family and non-family firms) are quite homogeneous. The mean of all conflict types (relationship, task and process) ranges between 1.59 to 1.65, while, on the opposite, cohesion has a mean of 4.43.

Variable	Obs	Mean	Std. dev.	Min	Max
Family_Firm	244	.4508197	.4985982	0	1
RELCONF	244	1.598361	.6483259	1	4
TASCONF	244	1.654713	.5759125	1	4.5
PROCONF	244	1.601093	.6027514	1	5
COHE	244	4.434426	.6776133	1	5

Figure 13. Descriptive Statistics
Source: Personal Elaboration from Stata 17.

I then test for differences among family (Group 1) and non-family firms (Group 2) in their level of relationship conflict, task conflict, process conflict and cohesion in their top management team as indicated by one of the members.

Relationship conflict (see “diff” of “Mean” in Figure 14) appears slightly higher in top management team of non-family firms, however, the difference is not significant. Concerning task conflict (Figure 15), there is no particular difference between family and non-family firms, however not significant. Similarly, cohesion (Figure 17) does not show particular differences between family firms and non-family firms, even though the result is not significant. Hypotheses 1, 2 and 4 are not supported. Interestingly, process conflict (Figure 16) seems to be more common in family firms than their non-family counterparts, and the result is weakly significant, leading to Hypothesis 3 being partially (weakly) supported.

Focusing on family firms only, task and process conflicts have the highest level, respectively with Means of 1.684 and 1.681. Relationship conflict, instead, has a Mean of 1.58. Results are different in non-family firms, where task conflict shows the highest Mean (1.63), closely followed by relationship conflict with a Mean of 1.61. Process conflict is the lowest at 1.53.

Two-sample t test with unequal variances

Group	Obs	Mean	Std. err.	Std. dev.	[95% conf.	interval]
0	134	1.61194	.0532687	.6166298	1.506577	1.717304
1	110	1.581818	.0655468	.6874607	1.451907	1.71173
Combined	244	1.598361	.0415048	.6483259	1.516606	1.680116
diff		.0301221	.0844626		-.1363316	.1965758

```
    diff = mean(0) - mean(1)                                      t =   0.3566
H0: diff = 0                     Satterthwaite's degrees of freedom =  221.383

    Ha: diff < 0                 Ha: diff != 0                 Ha: diff > 0
 Pr(T < t) = 0.6391         Pr(|T| > |t|) = 0.7217          Pr(T > t) = 0.3609
```

Figure 14. Relationship Conflict in Family and Non-Family Firms' Top Management Teams
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms.

Two-sample t test with unequal variances

Group	Obs	Mean	Std. err.	Std. dev.	[95% conf.	interval]
0	134	1.630597	.045	.5209127	1.541589	1.719605
1	110	1.684091	.0608082	.6377617	1.563571	1.804611
Combined	244	1.654713	.036869	.5759125	1.582089	1.727337
diff		-.0534939	.0756481		-.2026227	.0956349

```
    diff = mean(0) - mean(1)                                      t =  -0.7071
H0: diff = 0                     Satterthwaite's degrees of freedom =  209.567

    Ha: diff < 0                 Ha: diff != 0                 Ha: diff > 0
 Pr(T < t) = 0.2401         Pr(|T| > |t|) = 0.4803          Pr(T > t) = 0.7599
```

Figure 15. Task Conflict in Family and Non-Family Firms' Top Management Teams
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms.

Two-sample t test with unequal variances

Group	Obs	Mean	Std. err.	Std. dev.	[95% conf.	interval]
0	134	1.534826	.043965	.5089322	1.447865	1.621787
1	110	1.681818	.0661905	.6942113	1.550631	1.813006
Combined	244	1.601093	.0385872	.6027514	1.525085	1.677101
diff		-.1469923	.0794613		-.303705	.0097204

```
    diff = mean(0) - mean(1)                                      t =  -1.8499
H0: diff = 0                     Satterthwaite's degrees of freedom =  195.249

    Ha: diff < 0                 Ha: diff != 0                 Ha: diff > 0
 Pr(T < t) = 0.0329         Pr(|T| > |t|) = 0.0658          Pr(T > t) = 0.9671
```

Figure 16. Process Conflict in Family and Non-Family Firms' Top Management Teams
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms.

```
Two-sample t test with unequal variances
```

Group	Obs	Mean	Std. err.	Std. dev.	[95% conf.	interval]
0	134	4.455224	.0579531	.6708559	4.340595	4.569853
1	110	4.409091	.0655959	.6879761	4.279082	4.5391
Combined	244	4.434426	.0433797	.6776133	4.348978	4.519875
diff		.046133	.0875294		-.126327	.218593

```
    diff = mean(0) - mean(1)                                      t =   0.5271
H0: diff = 0                     Satterthwaite's degrees of freedom =  230.484

    Ha: diff < 0                 Ha: diff != 0                 Ha: diff > 0
 Pr(T < t) = 0.7007         Pr(|T| > |t|) = 0.5987          Pr(T > t) = 0.2993
```

Figure 17. Cohesion in Family and Non-Family Firms' Top Management Teams
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms.

Once analyzed for differences among family and non-family firms, I will now take a step further and include heterogeneity aspect of family firms' top management teams in conflict and cohesion. Indeed, in particular, I focus my attention on the family involvement in the top management team and I will test for differences in conflicts and cohesion in the top management team diving family firms in two groups based on their family members percentage involved in the top management team.

Family Involvement in the Top Management Team. I first divide the sample in three independents groups. Group 0 (134 observations) is composed of non-family firms. I then divide family firms in two distinct groups. Group 1 includes family firms with 100% family involvement in the top management team (60 observations), which means that all members of the top management team are also family members. Group 2 (50 observations) includes family firms with less than 100% of family involvement in the top management team, which means that at least one member of the top management team is a non-family member.

The ANOVA results show that there is statistical difference between groups in their propensity of process conflict in their top management teams. As shown in Figure 18, the analysis of variance for process conflict is significant (0.0339). Contrary to the expectations, the ANOVA results related to relationship conflict, task conflict and cohesion are not significant (See Appendix for ANOVA Stata outputs).

FAM_INV	Summary of PROCONF Mean	Std. dev.	Freq.
0	1.5348259	.50893217	134
1	1.5888889	.55359352	60
2	1.7933333	.82448362	50
Total	1.6010929	.60275142	244

Analysis of variance

Source	SS	df	MS	F	Prob > F
Between groups	2.44519225	2	1.22259613	3.43	0.0339
Within groups	85.8389608	241	.35617826		
Total	88.284153	243	.363309272		

Bartlett's equal-variances test: chi2(2) = 19.4353 Prob>chi2 = 0.000

Figure 18. ANOVA Results for Process Conflict and Family Involvement
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

Then, I run the Tukey post hoc test for comparison of means within the three groups to understand how the three groups differ. Interestingly, process conflict (Figure 19) is significantly different (p-value 0.026) between family firms with less than 100% of family involvement and non-family firms, but not significant in the other two groups comparisons. Therefore, H7 is supported.

Pairwise comparisons of means with equal variances

Over: FAM_INV

	Number of comparisons
FAM_INV	3

PROCONF	Contrast	Std. err.	Tukey t	Tukey P>|t|	Tukey [95% conf. interval]	
FAM_INV						
1 vs 0	.054063	.0927057	0.58	0.829	-.1645636	.2726897
2 vs 0	.2585075	.098902	2.61	0.026	.0252681	.4917468
2 vs 1	.2044444	.1142798	1.79	0.175	-.06506	.4739489

Figure 19. Tukey Post Hoc Test Results for Process Conflict and Family Involvement
Source: Personal Elaboration from Stata 17.
Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

Concerning the other types of conflict and cohesion, the results are in line with the T-tests'. Indeed, the Tukey post hoc tests show that relationship conflict, task conflict and cohesion are not significant (See Appendix). Based on the results, Hypotheses 5, 6 and 8 are not supported.

6.5 Discussion, Contributions and Limitations

Overall, the results of this study are very interesting and counterintuitive. I started the chapter hypothesizing about differences between family and non-family firms in their propensity towards relationship conflict, task conflict, process conflict and cohesion. Specifically, I hypothesized that the propensity of relationship conflict (H1) and the propensity of cohesion (H4) are higher in family firms than in non-family firms. Also, I hypothesized that the propensity of task conflict (H2) and the propensity of process conflict (H3) are lower in family firms than in non-family ones.

Remarkably, as showed in Table 17, the different propensity of relationship conflict, task conflict and cohesion between family and non-family firms is not significant, while I was expecting that the level would be different. On the other hand, process conflict is somewhat (weakly) significant and is higher in family firms than in non-family organizations. As I considered a sample of firms with more than 50 employees, it is likely that most of the organizations are at their maturity stage of life-cycle. Therefore, family and non-family members should be consolidated in their personal relationships, thus not focusing on personal animosities, but focusing on the processes within the family business and top management team.

Table 17. Details of Statistical T-test Results
Source: Personal Elaboration

Family vs non-family firms	*DIFFERENCES*	*P-value*
REL CONFL (H1)	+0.03 in non-family firms	p.value 0.72
TASK CONFL (H2)	-0.05 in non-family firms	p.value 0.48
PROCESS CONFL (H3)	-0.14 in non-family firms	p.value 0.06
COHESION (H4)	+0.04 in non-family firms	p-value 0.59

The first main results of Study 1 are that family firms and non-family firms do not significantly differ in their propensity on relationship conflict, but they do (weakly) on process conflict. This is an initial signal that there are some peculiarities that makes family and non-family firms different in their level of process conflict in the top management team. This means that some factors typical of the family firms differentiate them from the non-family ones. Thus, I delved into the potential heterogeneous variables of family firms and I focused on one aspect of family firms' peculiarities to see what happens within different family firms' dynamics as well as between family firms with different characteristics and non-family firms.

I hypothesized that family firms and non-family firms differ based on the family involvement in the top management team in their propensity towards relationship conflict, task conflict, process conflict and cohesion. I found that family involvement in the top management team is a family firms' heterogeneous aspect that distinguishes family and non-family firms. Indeed, my study shows that process conflict (H7) is significantly higher in family firms with less than 100% of family involvement compared to non-family firms. This may be due to particular dynamics that are present in top management teams composed of both family and non-family members. Having them both working within the same group, may create unique dynamics that are not present in groups composed only by family members or in non-family groups. For instance, the group may internally split into two subgroups that, through their interaction, may enhance process conflict. Contrary to the expectations, I found that family involvement is not significant related to the propensity of relationship conflict (H5), task conflict (H6) and cohesion (H8) between family firms with 100% family involvement in the top management team, family firms with less than 100% family involvement in the top management team, and non-family firms.

Other peculiar factors may also differentiate different types of organization, for instance the family composition (Ensley & Pearson, 2005). From my study, I can argue that family involvement is one of the factors that impact on the differences between family and non-family firms. Taking the findings of my study as a starting point, I suppose that there should be also other factors, not previously studied by the current literature, that impact on the heterogeneity of family firms and their difference with non-family firms. Future studies should focus on understanding which are the factors that family firms have and differentiate them from non-family firms. Simultaneously, scholars should focus on understanding family firms' heterogenous characteristics. Such elements may be, for example ownership composition and CEO/managers characteristics.

I started this chapter by delineating the aim of observing differences among family and non-family firms through a survey conducted with the top management team of medium-large Italian firms. Further, I also aimed at highlight heterogeneity aspects within family firms.

Study 1 offers a snapshot of conflict and cohesion in family and non-family firm's extending the knowledge of previous studies on conflict and cohesion dynamics in top management teams (e.g., Ensley & Pearson, 2005). The study is subject to some limitations. One limitation is the small number of observations obtained when the sample is distinguished among family and non-family firms, and based on the family involvement in the top management team. Another limitation regards the study design. Being the study cross-sectional, it is difficult to really grasp the dynamics of conflict and cohesion. However, as the aim of this study is to provide a snapshot of such phenomena, this study serves as a starting point for my arguments. Future scholars may delve into qualitative methodologies and/or into quantitative approaches using longitudinal designs. A final limitation of this study concerns the measurement of a group variable through an individual perspective. Future studies should go beyond single respondents survey designs, and gather data from multiple respondents to assess group-level data. This approach, would be helpful especially in studies on conflict, cohesion and interpersonal dynamics, where a particular situation can be perceived differently among two or more individuals (Park, Mathieu, & Grosser, 2020).

Overall, my results extend current knowledge on conflict and cohesion in family firms (Bettinelli et al., 2021) building on seminal studies on the topics (e.g., Eddleston & Kellermanns, 2007). I contribute to the literature of family business and to the upper echelon theory, by digging deeper in heterogenous aspects related to conflict and cohesion, comparing family firms with different top management teams' characteristics and non-family firms. Another contribution that my dissertation brings, regards the nature and context of the sample. As sampled managers and firms belong to the Italian context, I provide observations of interpersonal dynamics in this particular country, context and time, which differ from previous studies conducted in other contexts. Future quantitative studies should study drivers and outcomes of such forces and include more variables such as industries, country, CEOs characteristics and managers' culture (Hofstede, 2001), as well as other organization, group and personal characteristics (e.g., De Massis & Foss, 2018) that may influence complex interpersonal dynamics. Such studies may contribute to expand knowledge on further heterogenous aspects of family firms (Daspit et al., 2021).

Using the findings of Study 1 as a starting point, I believe it is necessary and urgent to dig deeper into such complex dynamics and to observe conflict in its origins and evolution, as well as the interrelation between conflict and cohesion in a family business context.

7 Study 2

The aim of the next paragraphs is to explain the selected empirical qualitative methodology, by setting the context of research and explaining why this approach is appropriate for the present dissertation. In spite of an increasing interest in conflict, our knowledge of how interpersonal dynamics unfold is still in its infancy. Through an in-depth study of the "Cake Boss" tv Serie, I develop a theoretical model of conflict in family firms, suggest three conflict management mechanisms (need of cohesion, goal-orientation, communication) and offer propositions for future research. The contributions of this chapter are multiple. First, it advances the understanding of how conflicts arise, evolves and are tackled at different levels of analysis (Korsgaard, Soyoung Jeong, Mahony, & Pitariu, 2008). More specifically, it enriches understanding of the positive and negative aspects of conflict, and the key mechanisms to manage them. The second contribution of this chapter is that it advances the understanding of how conflict and cohesion are interrelated, and not inevitably, one the opposite of the other. Finally, my analysis also extends research on the use of fiction and audiovisual data to study organizational phenomena.

7.1 Introduction to Empirical Analysis

An understanding on how conflicts unfold in family business is limited and necessary for both scholars and practitioners. Recently, there has been some attempt to map the microfoundations of intragroup conflict (Shah et al. 2021). Shah et al. 2021 detect four possible origins of conflict in teams: individuals (Felps, Mitchell, and Byington, 2006), dyads (e.g., Humphrey et al., 2017), subgroups (e.g., Carton and Cummings, 2012), and the whole team (Shah et al. 2021). The authors found that conflict (both task and relationship types of conflict) in teams originates the most in a dyadic way, while the least originates within the entire team. However, family business has unique behaviors and dynamics (Chua et al. 2012; Daspit et al. 2021), where unique actors and dimensions interact. As such, conflict in family firms may originate in varied ways and among several actors who have different characteristics and roles. This is way it is urgent and necessary to invest and to start a discussion on such important issues in family business, pointing the attention to critical aspects that have been overlooked by past research. By using an interpretive grounded theory approach that allows me to access, analyze, and interpret conflicts in a complex small business context, I propose a way to develop our knowledge and understandings of how conflict is originated in family firms and the role played by organization members in conflict evolution and dissolution, along with advancing the knowledge on the interrelation between conflict and cohesion in the family business context. My research questions explore *"how conflict originates, evolves and is managed in small family entrepreneurial contexts?"* and *"what is the interrelation between conflict and cohesion in the family business context?"*, as detected and observed through entrepreneurial narratives (Gartner, 2007) in terms of textual and audiovisual family members interactions on a television series. The use of film (Miko-Schefzig, Learmonth, & McMurray, 2020) and video technology on the social sciences has increased in a multitude of fields (LeBaron, Jarzabkowski, Pratt, & Fetzer, 2017). Audiovisual data allows researchers to explore social life issues and organizational life (Meyer et al., 2013) without having a direct impact on actors' behavior and social relationships by contaminating the experience of informants, as others qualitative approaches are likely to do. Such approach increases methodological transparency and empirical trustworthiness (Pratt, Kaplan, & Whittington, 2020). The aim of this chapter is to apply a grounded theory approach to interpersonal relationships events enclosed in a family business, which are reported on the transcript of a series and displayed on the television screen, and present a theoretical process mode of conflict evolution and management mechanisms. This strategy allows me to analyze process data and to produce theory based on events (Langley, 1999). Qualitative methodologies contribute to the understanding of entrepreneurial contexts and processes (Gartner, 2007), especially in modern-day entrepreneurship with the use of creative qualitative methods (Hlady-Rispal et al., 2021). By providing a first effort on how conflicts unfold in the family business contest, my goal is to theoretically contribute to the family business literature and recommend auspicious areas for future research. Also, such investigation points out significant facets that can be used in education programs (De Massis, & Kotlar, 2015), nevertheless important for managers and entrepreneurs (Shaw & Locke, 1993). The use of series in research is not new in academia. Previous research has focused mainly on understanding how the series are perceived by the public and the influence to media exposure (Glynn, Herbst, O'Keefe, Shapiro, & Lindeman, 2004). For example, Hoffner and Cohen (2015) examine the perceptions and behaviors related to mental illness through a survey. Cunliffe and Coupland (2012) use narrative and storytelling approaches with a documentary on sports teams to explain the sensemaking process around a precise event. More broadly, there has been an increasing interest in using fiction – in term of narratives in books, movies, series (Buzzanell & D'Enbeau, 2014; Godfrey, Lilley, & Brewis, 2012; Griffin, Harding, & Learmonth, 2017; Zundel, Holt, & Cornelissen, 2013) – since fiction can be used as source of representation of organizational knowledge and phenomena in any organization (De cock & Land, 2006), including in family business (Nordqvist & Gartner, 2020).

In this study, I concentrate on critical events of conflicts between two or more individuals and I analyze for each event, the people involved, the evolution of each phenomena and their management. I analyze the first season of the television series "Cake Boss". The chosen approach is in line with other studies on grounded theory (Bryant & Charmaz, 2007; Suddaby, 2006), or case studies (e.g., Yin, 2013), given the "how" in the research question. Grounded theory approach allows to generate a theoretical understanding and making sense of reality using qualitative data (Suddaby, 2006) based on an interpretative process (Glaser and Strauss 1967). By capturing audiovisual data, such method helps to better analyze entrepreneurial and organizational behavior (LeBaron et al. 2017).

The understanding of how family business conflicts emerge (Shah et al. 2021) and evolve may shed light on how to avoid and manage them when they present a negative tone, while taking advantage of beneficial forms of conflict (Bettinelli et al. 2021). At the same time, I want to understand what is the role of cohesion in conflicting family business situations. Specifically, I focus on the forces occurring in an entrepreneurial context, shaping organizational dynamics.

7.2 Research Settings and Background

To understand how conflict rises in small family business enterprises, I examine the tv series "Cake Boss" and the interpersonal relations dynamics showed on the screen. The series is about a family owned bakery located in Hoboken, New Jersey, United States. The family has Italians origins and, as highlighted in the family history's book (written in 2010 by Buddy Valastro), the culinary traditions are passed hand-by-hand from generation to generation. Now the bakery, called Carlo's Bakery, is ran together by Buddy Valastro and his sisters. Buddy's father, i.e. Buddy Sr., bought the family business bakery and Carlo's Bakery name, from Carlo Guastaffero in 1963. The shop was founded in 1910 on Adams Street in Hoboken and it sold Italian pastries to a niche of Italians living in the area. Once Buddy Sr. bought the shop, he worked there with his wife Mary and with the help of his mother. Since then, the couple had five children, including Buddy Jr., who started to wandering off the bakery with his father when he was six years old and quickly felt in love with the place. Buddy Jr. (Buddy from now on), learn the hidden culinary secrets day-by-day in the bakery from his father. His connection with his father was very strong and it helped Buddy to become a professional skilled baker. The family was very united and cohesive, working together at the bakery. Buddy Sr. was the person in power, the "boss" in the bakery, however, his wife Mary and their heirs had relevant roles in the family business and helped out a lot. When Buddy Sr. died, the business was missing the main leader figure, but the family stood together and sort things out after a short period of adjustment. Mary continued to run the business, but his son Buddy became the bakery boss, due to his expertise handed down by his father. Meanwhile, the sisters, the freshly acquired in-laws, cousins and various employees, worked in the business as well. The family tree of the members active in the business in 2009 (the time in which Cake Boss season 1 was premiered) is illustrated in Figure 20.

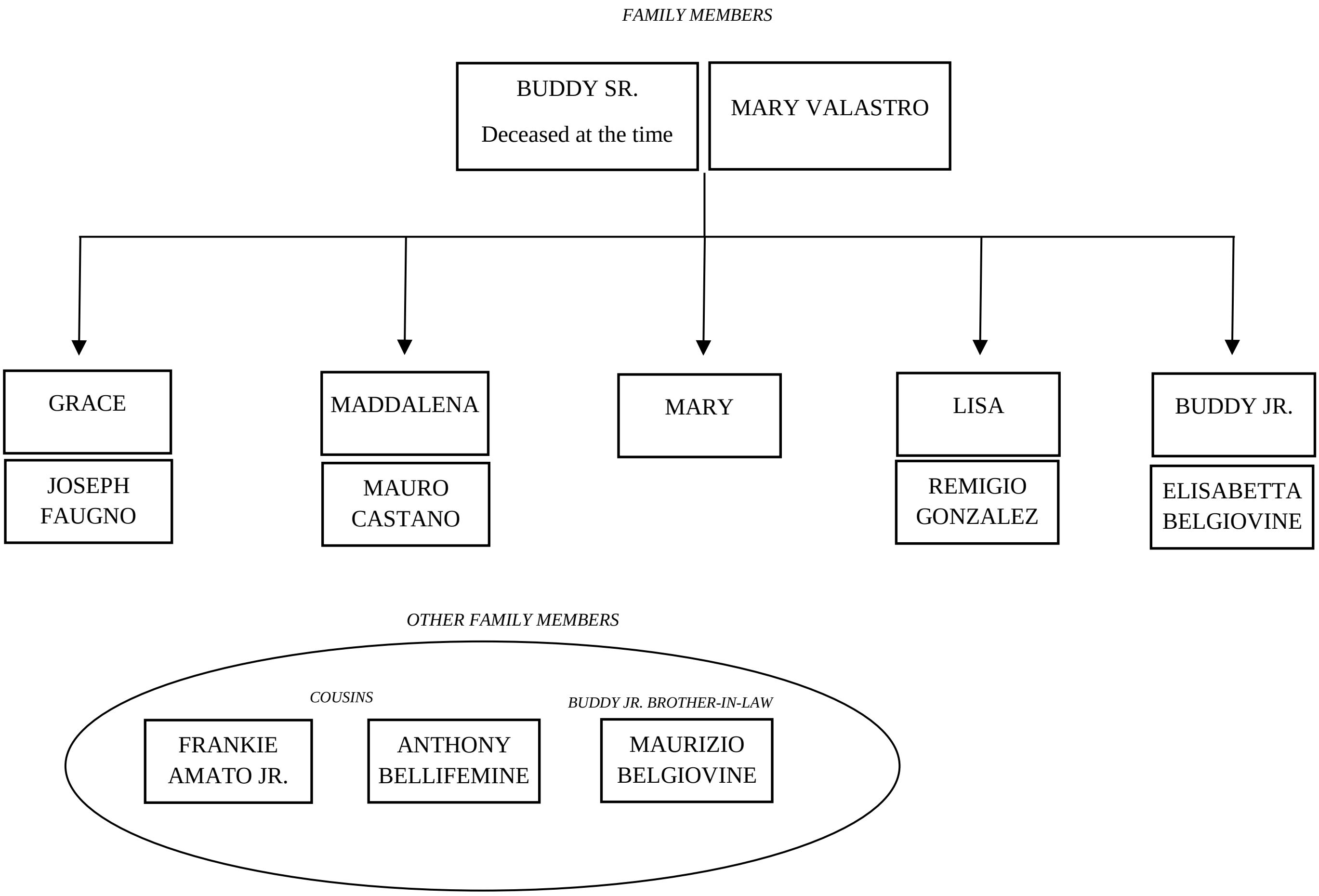


Figure 20. "Cake Boss" Family Tree
Source: Personal Elaboration

Being a fourth-generation family business, given the multitude of family and non-family members involved in daily operations of the business that are shown along the episodes, this specific business is appropriate to conducting research on the rise and management of interpersonal conflicts through an inductive approach.

7.3 Data Collection and Analysis

I conducted an interpretative grounded theory analysis of the transcripts of the first season of the series tv "Cake Boss" and detected the interactions of the family business actors: e.g., family members with each other, family members with non-family employees, and non-family members. The series was premiered in April 2009, while the first season was aired from April 2009 to August 2009. I also conducted audiovisual analysis of the series to ensure more reliable findings. Table 18 shows the number and variety of archival documents I analyzed (Salvato & Rerup, 2018). In addition, I combine the textual transcript with the 280 pages book titled "Cake Boss: Stories and Recipes from Mia Famiglia" written in 2010 by Buddy Valastro. The book allows to better understand the context of analysis as it includes family stories and it is based on the series. I also combined archival data retrieved from the business website and from newspaper articles (see Appendix for a sample newspaper article) on Carlo's Bakery, the family and its history, gathered from Nexis Uni® and personally hand-picked for the purpose of the study, which helped me to reconstruct the historical patterns of the business and the family.

Table 18. Quantitative Archival Data Details
Source: Personal Elaboration

Source	N	Pages
Series Transcript	13	272
Books	1	280
News Articles	451	1377
Website	1	16
Total	466	1945

I analyzed the data using an abductive approach (Locke, Golden-Biddle, & Feldman, 2008). In the first step, I reviewed the entire season 1 of the Cake Boss series from episode 1 to episode 13 combining audiovisual data with textual data. The season 1 textual data consists of 272 pages, which reports the transcripts of each episode of the season. I highlighted the events along the episodes in which any type of conflict occurred. By analyzing audiovisual and textual data, I was able to go back to the data anytime needed, to collect and reanalyze the textual data related to the conflict episode. Then, I also analyzed all the material and classified data using the NVivo Software to organize the large amount of unstructured data (Buchter, 2021; Munir, Ansari, & Brown, 2021) and coding for information on interpersonal dynamics and interactions (Brennecke, 2020). The goal was to capture the reasons of conflicts' rise, type of conflict occurred, actors/team involved when the conflict rises, the role of cohesion, and the practices implemented to manage the conflict. In this way, I was able to move from data to theory (Eisenhardt, 1989). The initial approach is similar to the one proposed by Shah et al. (2021) in analyzing conflict narratives. Following this approach, researchers can draw contextualized inferences in abductive research (e.g., Garud, Dunbar, & Bartel, 2011), especially recommended to gain insights on emerging processes of intragroup conflict (Korsgaard, Ployhart, & Ulrich, 2014). Moreover, by combining textual data with audiovisual data, I was able to generate emergent codes and to apply the coding scheme to identify the origin of interpersonal conflict among individuals. Since interpersonal conflict assumes the social interaction of two or more individual and my aim is to identify among how many and among which people the conflict event started, I analyzed whether the conflict started among (1) two people (dyadic), (2) subgroups (e.g., there were different coalitions within a team), or (3) the entire group – e.g., there was a conflict that involved an entire group, with specific attention to which actors were involved (i.e., family members and non-family members) and the type of conflict. I omitted the first categorization that Shah et al. (2021) used on purpose (i.e., conflict started because of the actions of one person) because, in my analysis of the origin of conflict in family firms, my main focus is not on what started the conflict, but among who started the conflict (i.e., it starts among a dyad, subgroups or entire group). Also, in Shah et al. (2021), the focus of analysis is the team, while my focus is on the entire family business organization. In addition, since the focus of my research is to understand conflict and cohesion in family firms, I did not consider in my analysis conflicts events that were merely between external family business parties and one family firms' member. However, I did consider any form of conflict within the family organization, even those in which the conflict among members of the family firm originated due to external reasons or parties. Indeed, considering the entire organization, the interest is not on the action of a person, or a group of people, but among which actors interpersonal conflicts rise. By doing so, I include also conflicts which start because of the action of external individuals (e.g. clients) but that create conflict within the family business. Thus, my focus is not on conflict in a team, but is on conflicts in the entire family firm context.

7.4 Findings

I found 44 conflict events in the data analyzed. Of the 44 events, 16 are classified as relationship conflict (36,36%), 14 as task conflict (31,82%) and 14 as process conflict (31,82%). The frequencies of each type of conflict origin is represented in percentage of the total in Figure 21. The distribution of origin conflict type is rather equal among the three types of conflict identified in the literature. This shows that all three types of conflicts occur in family businesses, as supported by Study 1, while the literature has pointed attention mainly on relationship conflict (the most negative and emotional one).

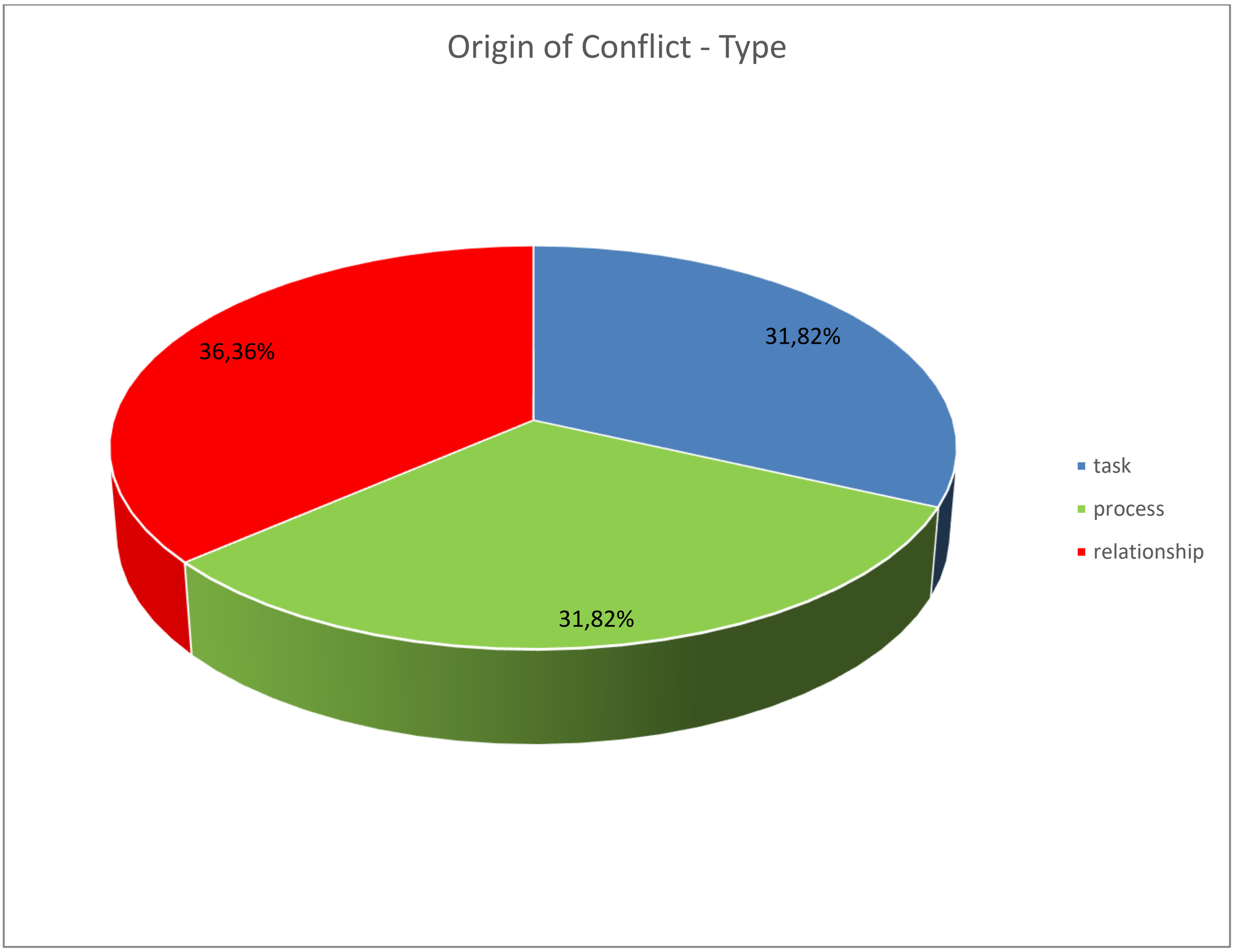


Figure 21. Origin of Conflict Type
Source: Personal Elaboration

Concerning the "among who" the conflict started, of the 44 events, 27 started among two people (61,36%), 11 among a group (25%) and only 6 (13,64%) among a subgroup. The frequencies are represented in percentage in Figure 22. The findings show that conflict begins among two individuals more than 1 out of 2 cases. Conflict starts within a group 1 out of 4 cases, while it rises more rarely in subgroups.

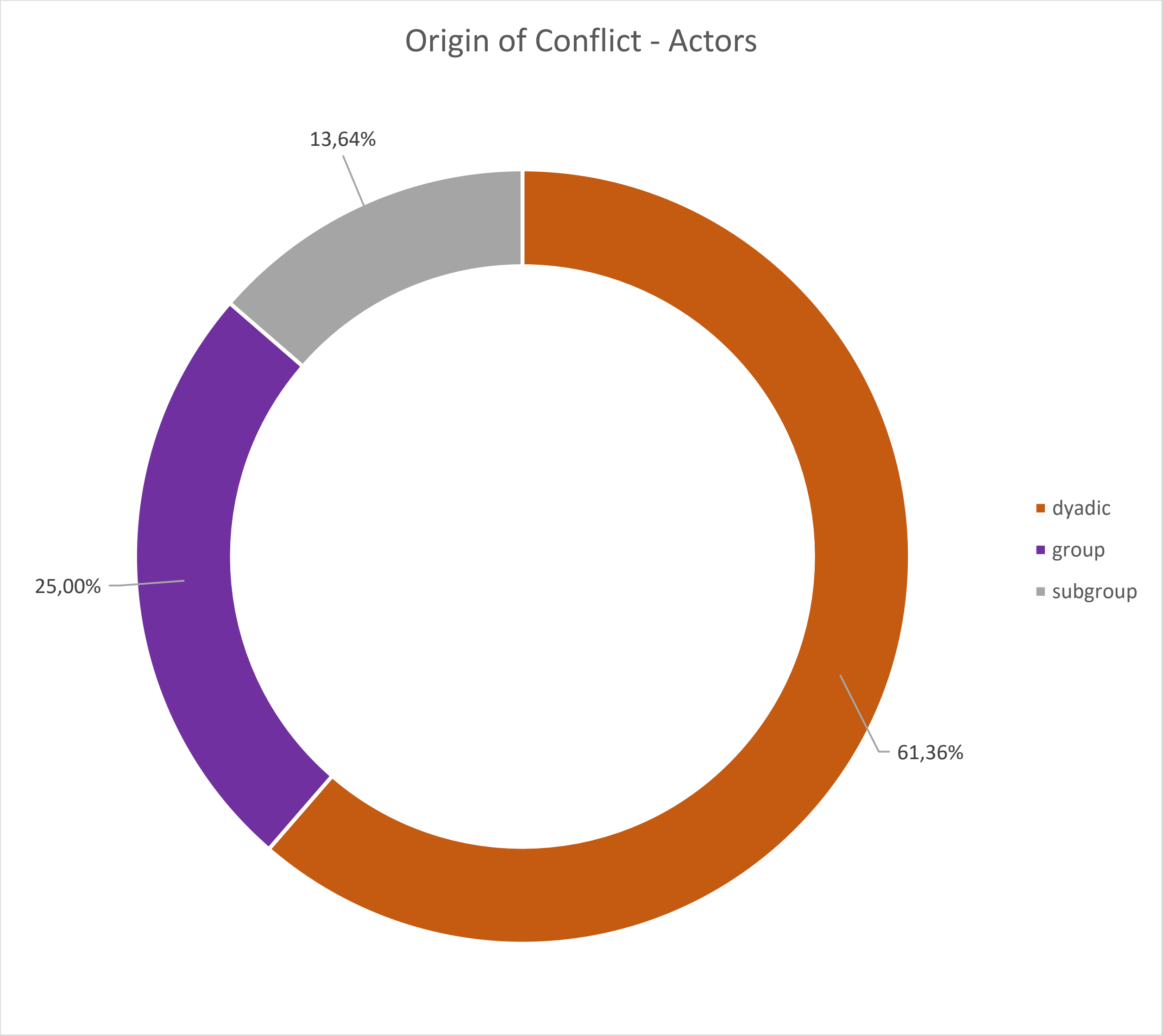


Figure 22. Origin of Conflict by Actors
Source: Personal Elaboration

Unpacking the origin of conflict by actors and combining them with conflict types, Figures 23, 24, 25 represent their frequencies. More specifically, Figure 23 shows that relationship conflict usually rises among two individuals (75 percent of the time), while only 13 percent among a group or subgroup. Figure 24 shows that task conflict rises among a duo 1 out of 2 times (50%), followed by among a group (43 percent) and subgroup (7%). Figure 25 shows that the dyadic is still the most common origin of conflict also for the process type (57%), while group and subgroup are both at the same level (27%).

Dyadic is predominant independently of the conflict type, with a high presence when conflict is emotional and personal (relationship conflict). Compared to relationship conflict, there is an increase of group and subgroup conflicts in task and process conflicts as they incorporate strategic discussions among family firm members. To assure transparency, I report an example for each conflict type as described in the transcript, in Table 19.

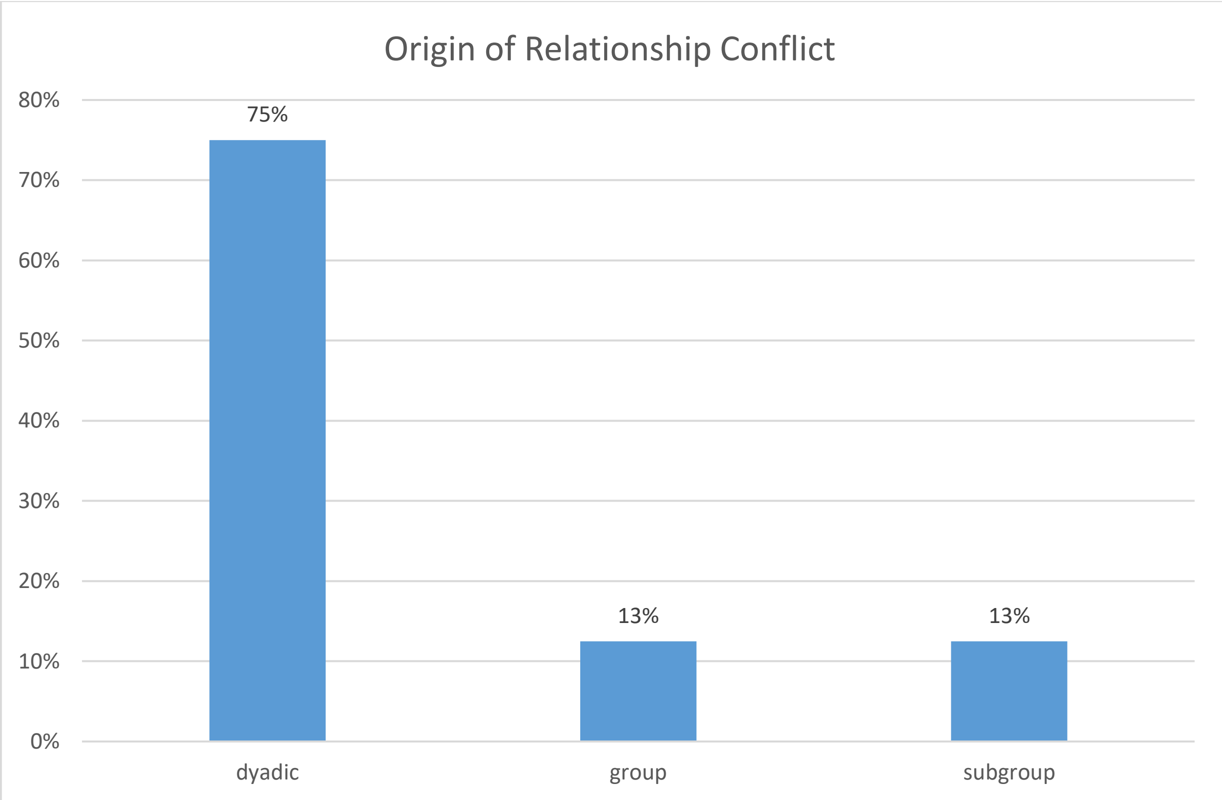


Figure 23. Origin of Relationship Conflict
Source: Personal Elaboration

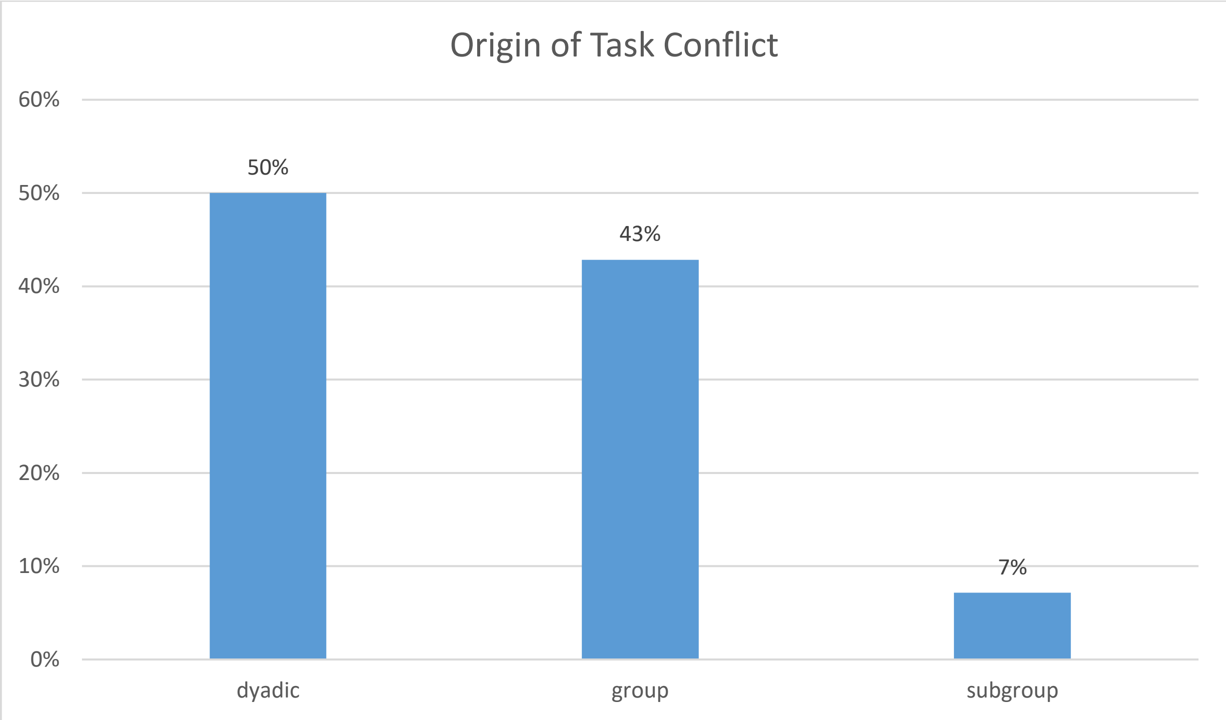


Figure 24. Origin of Task Conflict
Source: Personal Elaboration

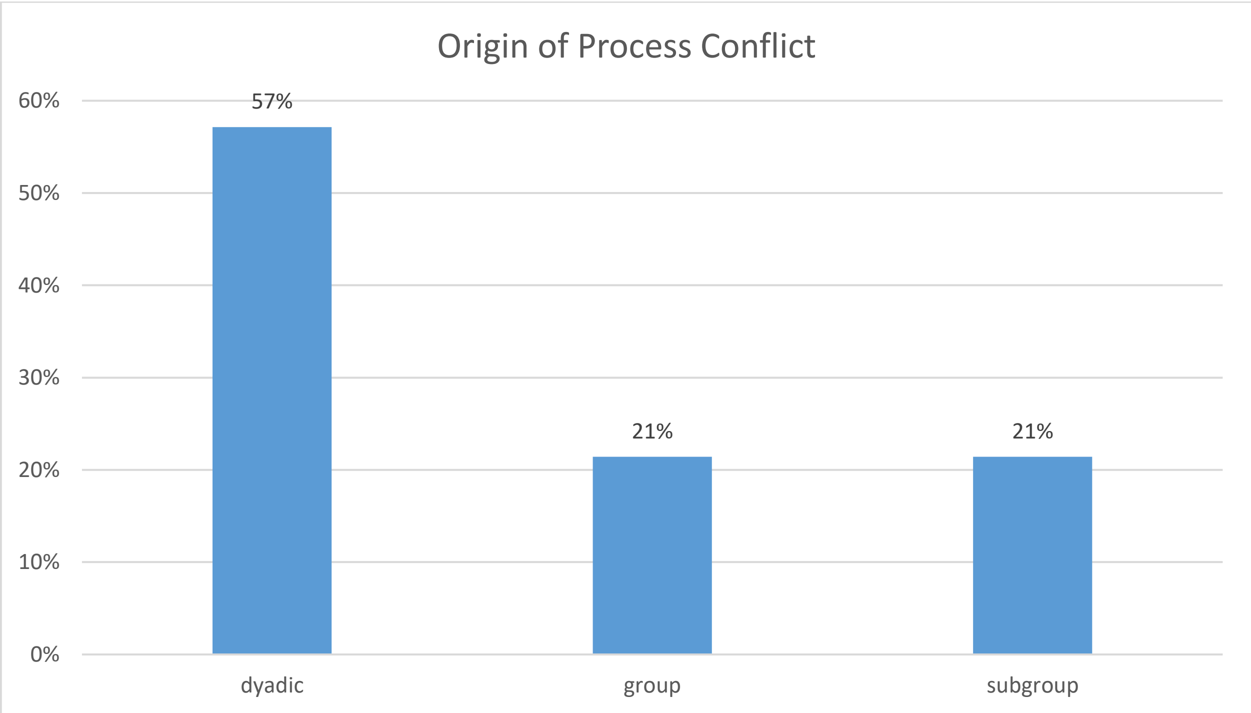


Figure 25. Origin of Process Conflict
Source: Personal Elaboration

Table 19. Examples of Conflict Origin Types as Described in the Transcripts
Source: Personal Elaboration

Type of Conflict	**Transcript Examples**
Relationship	Episode 5 Boss: What do you want?! Stretch (employee): I want to know where I'm going next. Boss: You don't know where you're going yet?! You are that dumb that you don't know where you're going yet? Stretch: I don't feel like getting yelled at after last week. Boss: But everything you do! Stretch: There was something last week that wasn't supposed to be there, so I thought I should double-check with you. Boss: Oh, Stretch... Boss (scene out of context): And I got Stretch in my ear. I'm like, "Are you kidding me, Stretch? I'm gonna throw you out the window. " Boss: You are the epitome of bad delivery guys. Stretch: Bad delivery guys? You sure about that? I've been around for an awful long time to be a bad delivery guy. Boss: Get out of here. I don't want to see you two. Frankie: I'll go do your consultations, too. Boss: Go!
Task	Episode 4

	Boss: I get the wheel in place, and then all of a sudden... The cake is hitting here. Boss: You got to lift this. Quick. Mauro: Not all the same. Know what I'm saying? Maybe slid when you... Boss: It's hitting there. B: I'm telling you, it's the numbers. Boss: It's not the numbers. Mauro: 23-- Look how much lower that is. Boss: See, it's right here that it's hitting. It's just got to go a smidge this way. Joseph: Maybe you should just shave that.
Process	Episode 11 Boss: What's wrong? I heard you're crying about something with cakes. Mauro: There's a lot of work to be done. Everything still has to get iced. You want this thing to shoot out fire, do this, do that. There's still a lot of stuff that's got to get done on it. Boss: You're icing the friggin' cake. That's the easiest part. It should be going like lightning. Mauro: You think you could do better? Boss: Icing the cake? I could do it blindfolded. I will ice the cake, put a flower on the cake, blindfolded.

	Mauro (scene out of context): Buddy's always talking smack. But I thought it was about time that he would put his money where his mouth is. Boss: Blindfolded and fast. That's how I do. Mauro: I don't want to know what the bet is. I just want to see you do it. Boss: How about you in a grass skirt and coconut bra in front of the bakery handing out cupcakes? Mauro: lf I win, what do I get? Boss: I'll do the same thing. I'll be outside in a grass skirt, in my coconuts. Mauro: Guaranteed that you're gonna be in the skirt. I'll get the sponge. No problem. Here. I'm gonna get the blindfold, 'cause you ain't cheating. Boss: You blindfold me. I want you to. Mauro: Okay. Boss (scene out of context): So you know what? Me and my big mouth. I go and I'm like, "Hey, Mauro, I could do this blindfolded. " He's like, "Oh, yeah, bigmouth? Let's see it. "

7.4.1 Conflict Evolution

Of the 16 events that started as relationship conflict, only one became another type of conflict. In episode 6, the conflict event started as group-based with a very high level of emotional intense. However, after a first heated discussion, the group focused on how to solve the situation and how to do the task, ending up finding an agreement. Thus, what started as relationship conflict, turned into task conflict. However, the findings demonstrate that when conflict starts with a negative tone, it often remains that way.

Of the 14 events that started as task conflict, only one specifically transformed in another type of conflict. In episode 3, the group discussed on what to do about a particular situation, then conflict evolved from group to dyadic, and from task to relationship type. The situation turned into two siblings having a sparked fight.

The same happened also for process conflict. In episode 1 and episode 8, process turned in relationship and in task conflict. The first escalated in an emotional hostility, while the second in what is the best way of doing the task. In other cases, conflict who started in a dyad, turned into a group or subgroup conflict, due to the involvement of other people in the fight or discussion. Thus, conflict evolved in different types of conflict and among different actors.

Hence, conflict evolve over time, both in the people involved and in the type of conflicting situation.

7.4.2 Family Firm Peculiarities

As described earlier, family firms are unique in various ways both in terms of comparison with non-family businesses and in term of heterogeneity. The findings of my study explain the unique settings of family business organizations, especially in relation to conflict and cohesion. In family firms, it can be of particular interest to identify and explicate which are the exact actors involved in conflict, as people would behave and have different emotions based on the ties that they have with the person/people they are having the conflict with. In 17 cases, conflict began among family members. Supporting the heterogeneity of family firms, the scenarios are several depending on the family members involved. More specifically, conflicts were (see Figure 26) between: siblings, in-laws, cousins, parents-child, the family group, and family sub-groups with different coalitions.

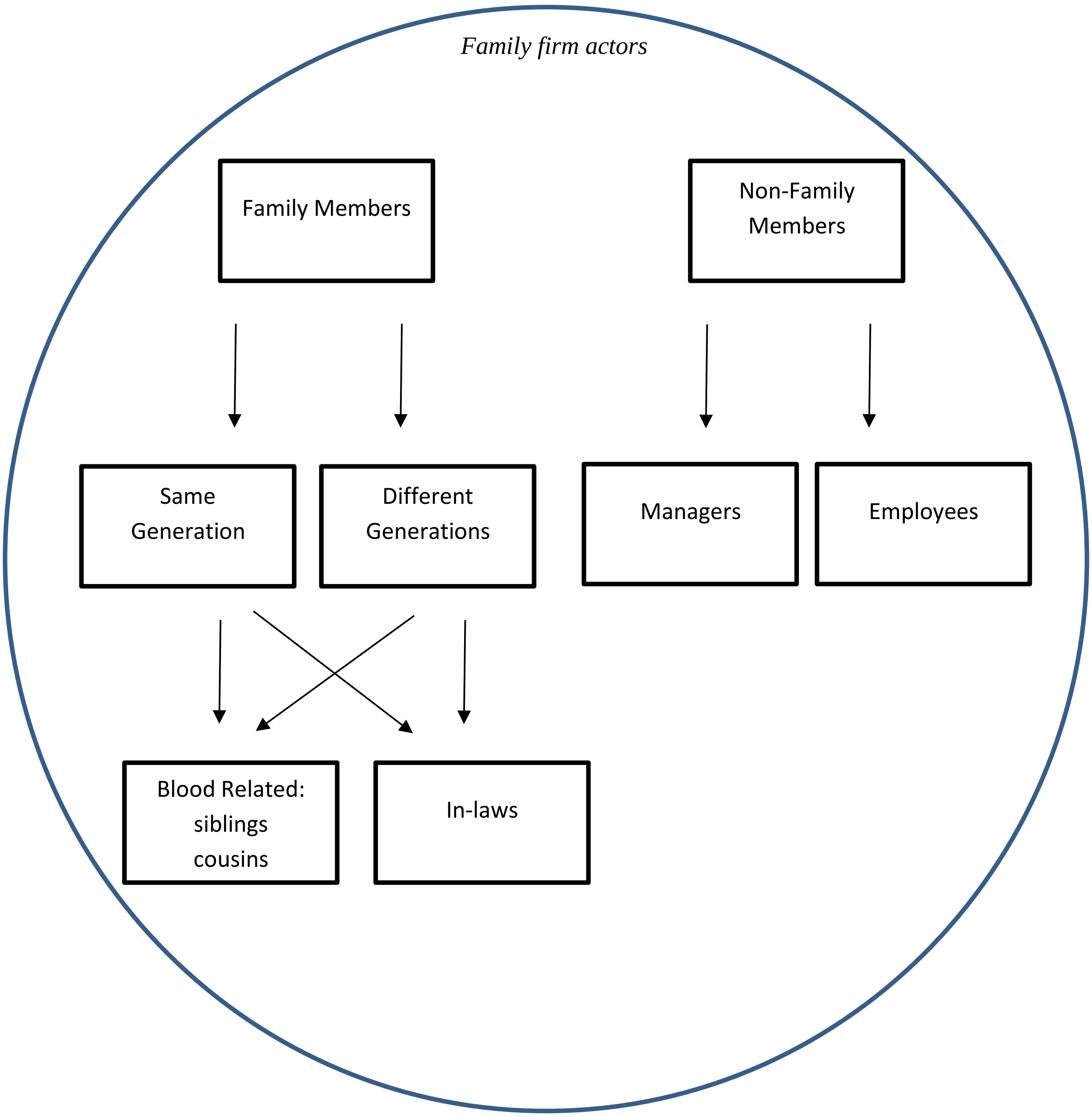


Figure 26. Actors in Family Firms' Interpersonal Conflicts
Source: Personal Elaboration

Hence, conflicts can rise among family members, blood-related and in-laws, among family members of the same generation, i.e., siblings and cousins, or of different generations, parents-heirs. Also, conflicts can rise among family members and non-family members, or even among non-family members (e.g., managers, employees).

The text search query on Nvivo allows to search for specific words in the text to see how these specific keywords appear in a wider context (Feng & Behar-Horenstein, 2019). I run the Nvivo feature on the coded text of conflict and cohesion behaviors using two distinct keywords: family and team. The family word tree is represented in Figure 27, while the team word tree is represented in Figure 28. The word trees show key elements that display team effort and family unity: *"family comes first"*. *"team effort"*. *"the unity of my whole family".* Simultaneously, they show elements referring to conflict, such as *"we might fight"*. As the Nvivo analysis indicates, conflict and cohesion can coexist.

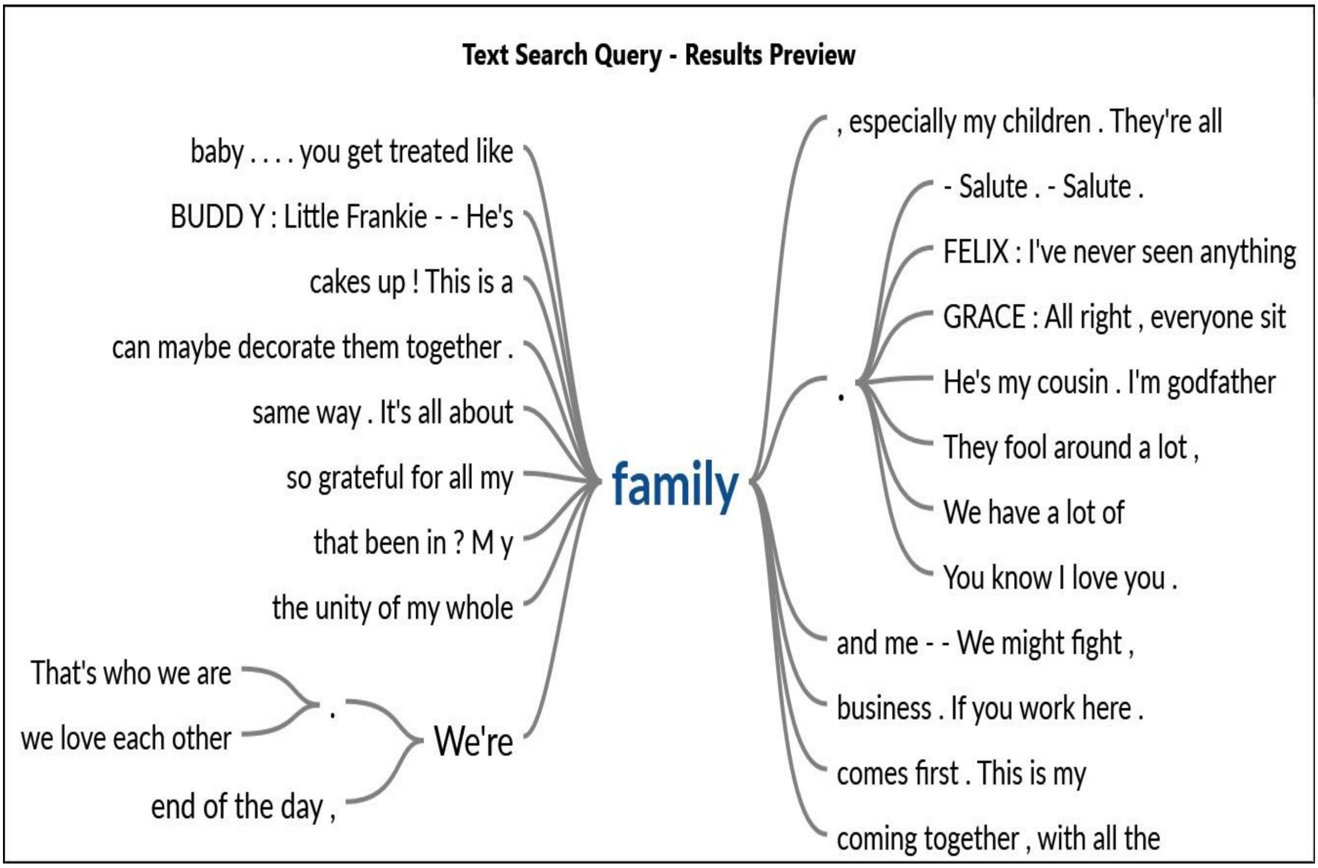


Figure 27. Text Search Query: Family
Source: Personal Elaboration

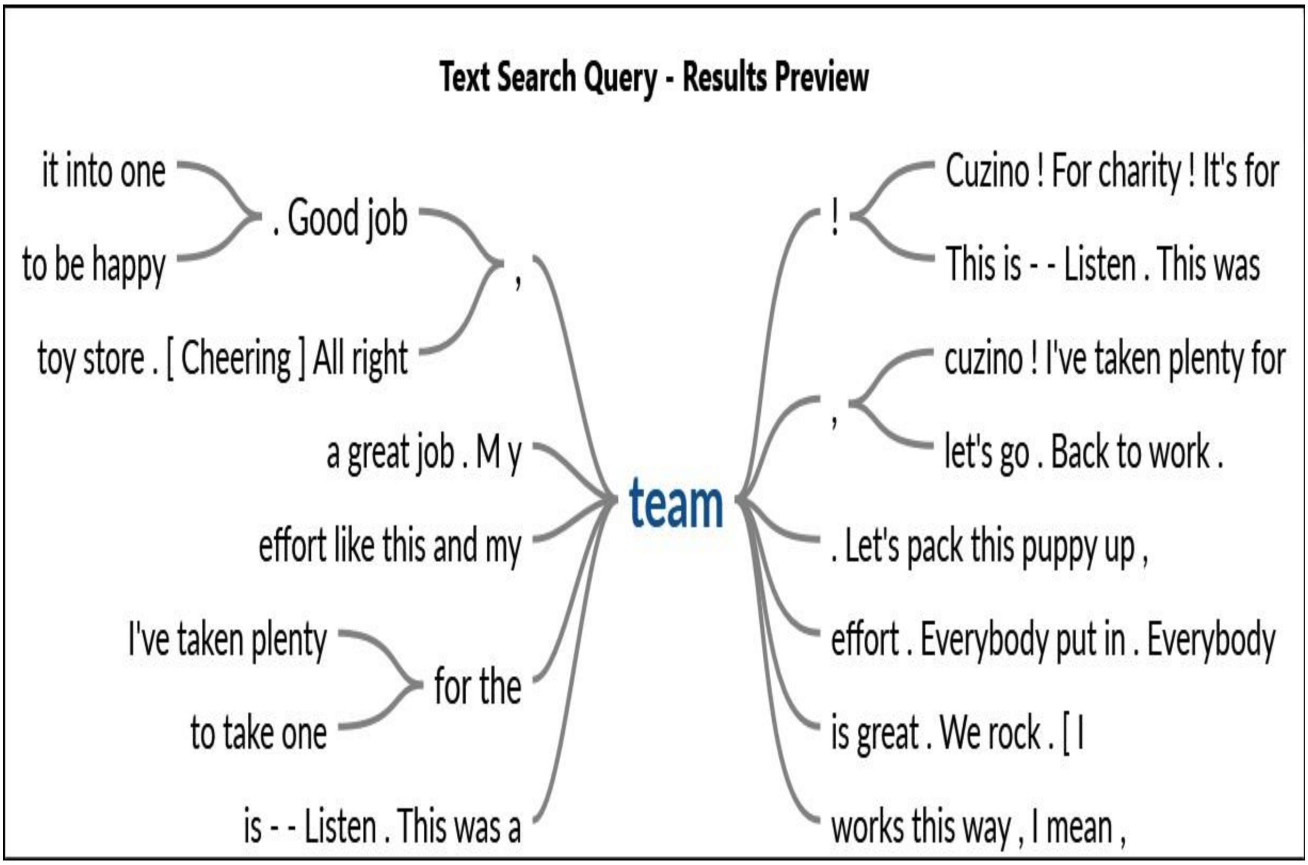


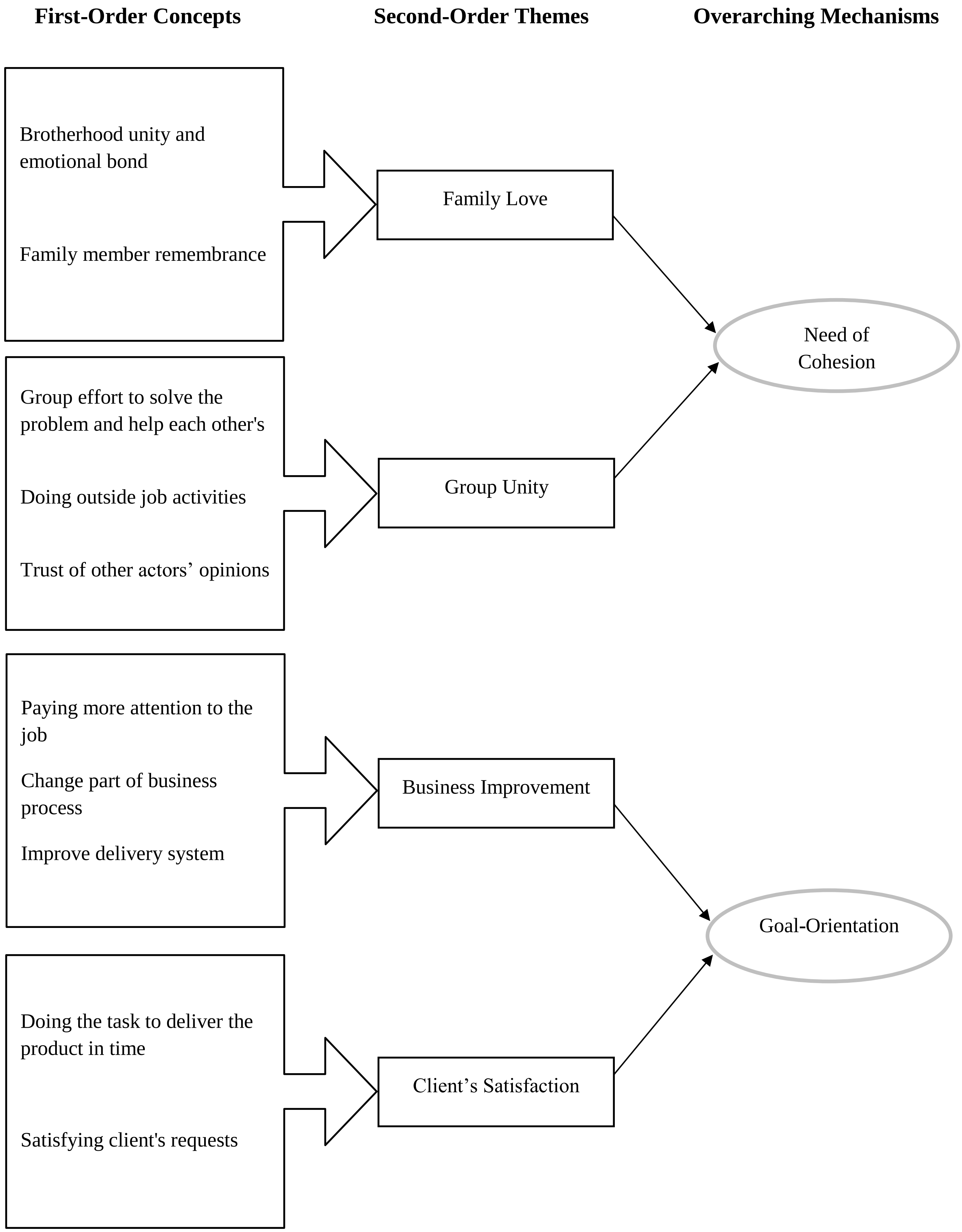
Figure 28. Text Search Query: Team
Source: Personal Elaboration

Figure 27 and Figure 28 have the functionality to present some example quotes derived from the coded transcripts of the application of the word "family" and "team". Both terms are key concepts of my work, looking at interpersonal relationships in family firms, and are important aspects studied in the family and management literature. As the figures shows the two concepts are fundamentally distinctive. Family is more related to cohesion, unity, love. Team is more associated to work and the business facets, regardless of the family dimension. Thus, these are the premises indications that, even in small family businesses, there is an overlap of family and team, yet there is a potential schism between the two concepts, due to the distinct aspects of family and team.

7.4.3 Data Structure

My analysis of conflicting events revealed three key mechanisms — need of cohesion, goal-orientation, and communication — that family businesses can rely upon to manage conflicts in interpersonal and social relationships. In this section, I illustrate the data structure that led me to the identification of the three mechanisms. In addition, the three mechanisms will be further discussed individually and I will offer additional examples, including representative quotes, in their dedicated sections.

Figure 29 shows the data structure for my findings, which allows me to order data from first-order concepts, which are specific and given by the informants in the series, to second-order themes and, ultimately, to aggregate overarching mechanisms - which are more general and induced by the researcher (Clark, Gioia, Ketchen Jr, & Thomas, 2010; Gioia, Price, Hamilton, & Thomas, 2010). The figure depicts, on the right side, the three mechanisms that emerged from my analyses of interpersonal dynamics and social relationship management embedded in conflicting events, on the left side, the first order categories, while in the middle, the second order themes. First order concepts were identified during initial transcript readings and audiovisual observations of the series (Gioia & Thomas, 1996). Then, I searched for links among the categories in order to combine them in higher second-order categories. Next, I brought these categories together to form the aggregate overarching mechanisms (Corley & Gioia, 2004). This approach allows me to let the theoretical framework emerge from the data, in which the theory is grounded in (Gioia, & Chittipeddi, 1991). To increase the trustworthiness of the data, I accurately managed the data I used in this dissertation using a computer-based software for qualitative data management (Gioia, Corley & Hamilton, 2013; Tracy, 2010). Figure 29 illustrates the structure of the findings in order to construct a theoretical framework emerged through the grounded theory approach, and it does not represent a causal model. The mechanisms' dynamics are complex and they sometimes overlap at the same time, as the presence or need of cohesion do not disappear, actors communicate among each other's and they need to deliver the task urgently to achieve the goal. For instance, in some cases, the way people communicate may be due to their level of cohesiveness.


First-Order Concepts
Second-Order Themes
Overarching Mechanisms
Brotherhood unity and emotional bond
Family member remembrance
Family Love
Need of Cohesion
Group effort to solve the problem and help each other's
Doing outside job activities
Trust of other actors' opinions
Group Unity
Paying more attention to the job
Change part of business process
Improve delivery system
Business Improvement
Goal-Orientation
Doing the task to deliver the product in time
Satisfying client's requests
Client's Satisfaction

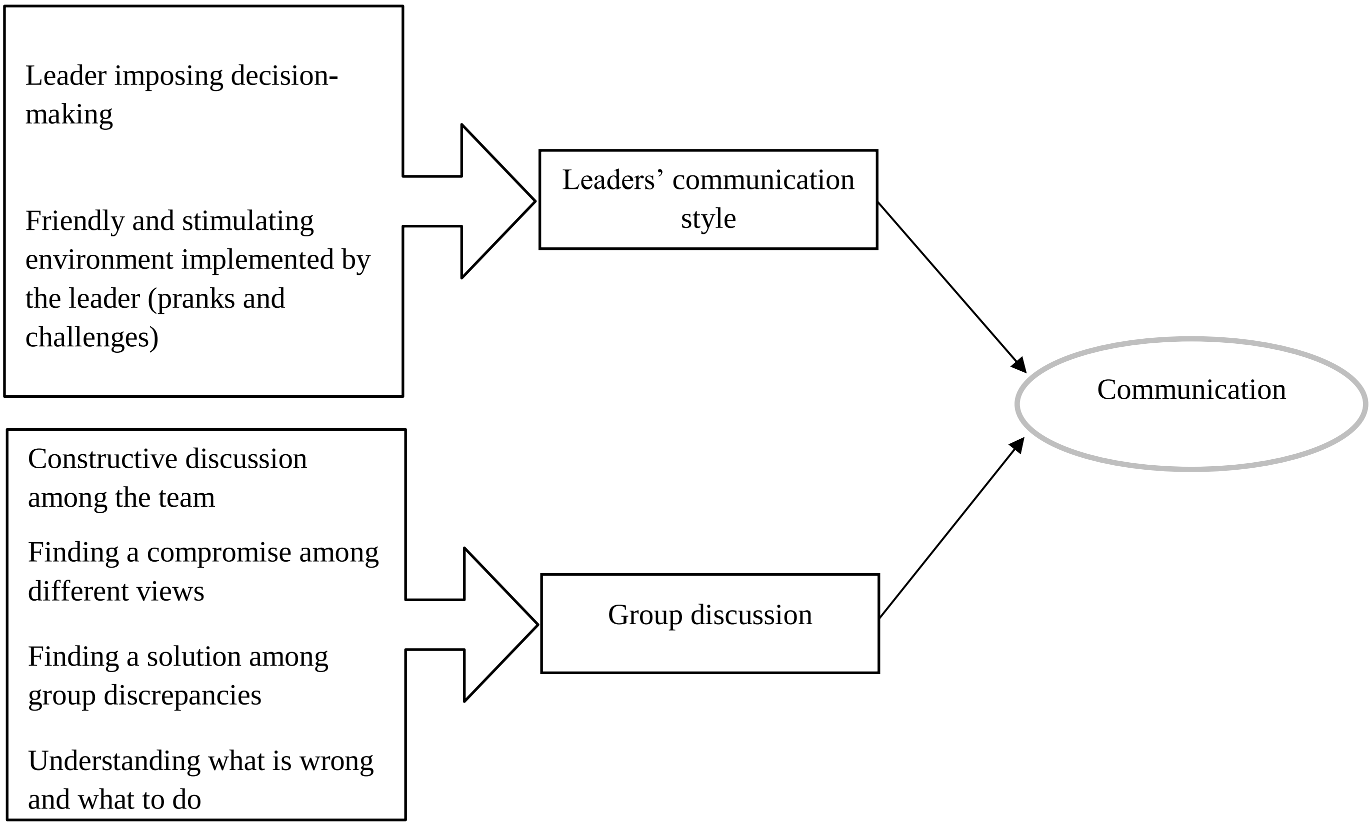


Figure 29. Data Structure
Source: Personal Elaboration

7.4.4 The Role (and Need) of Cohesion

The transcript coding of cohesion and conflict types, through Nvivo, shows when conflict and cohesion are present in the same context, respectively in Figure 30 for relationship conflict and cohesion, in Figure 31 for task conflict and cohesion, in Figure 32 for process conflict and cohesion. The figures suggest that dynamics of both cohesion and conflict occurred simultaneously in most episodes, regardless the conflict type, even the most emotional one. Cohesion and relationship conflicts were both present in 11 episodes. Cohesion and task conflict appeared both in 8 episodes. Cohesion and process conflict were both present in the same 8 episodes out of 13. Though this, it is not sufficient to propose that conflict and cohesion and cohesion are actually present at the same time, this is a good starting point. Thus, I inductively analyzed the audiovisual data of the series.

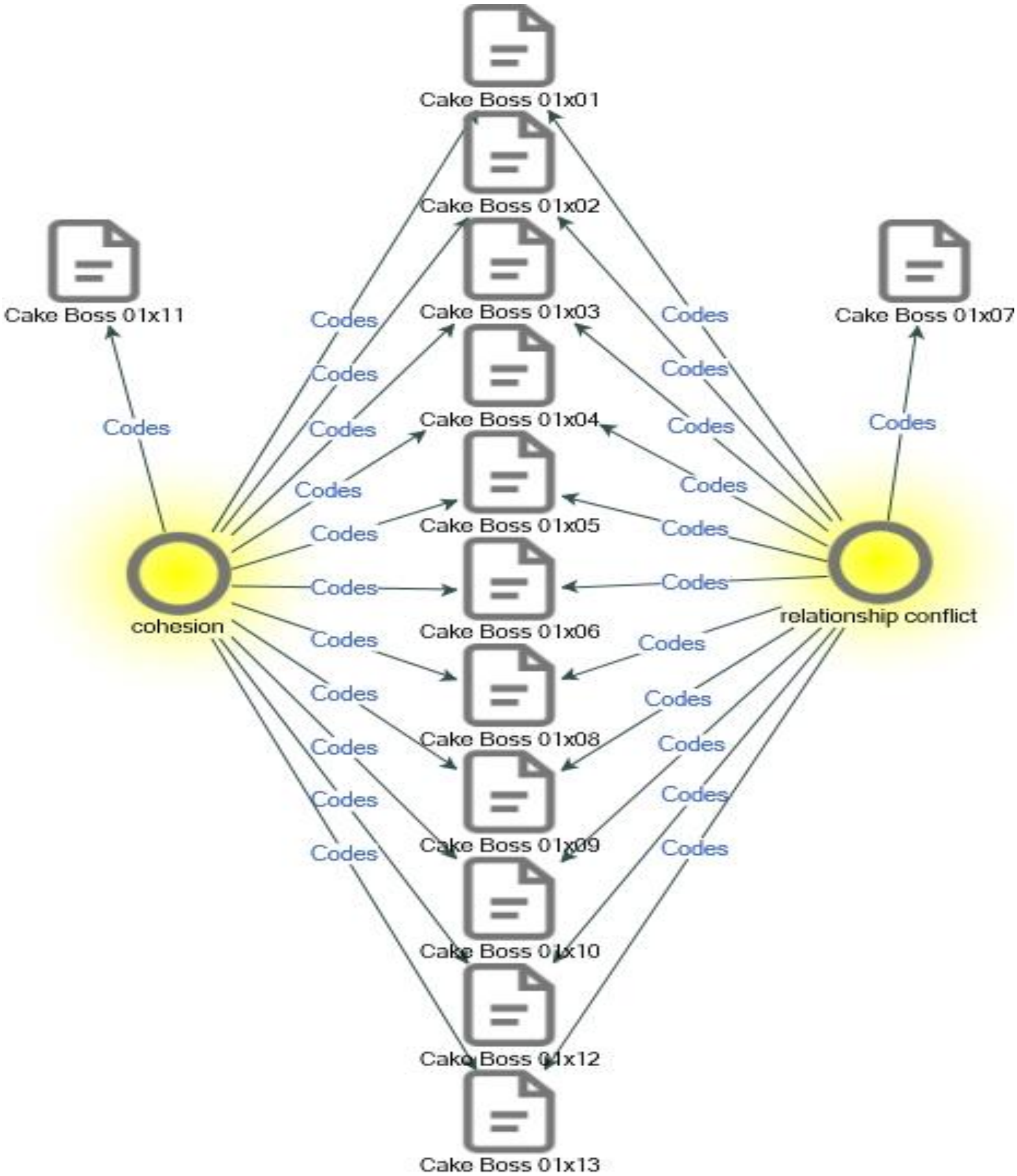


Figure 30. Comparison Diagram: Cohesion and Relationship Conflict
Source: Personal Elaboration

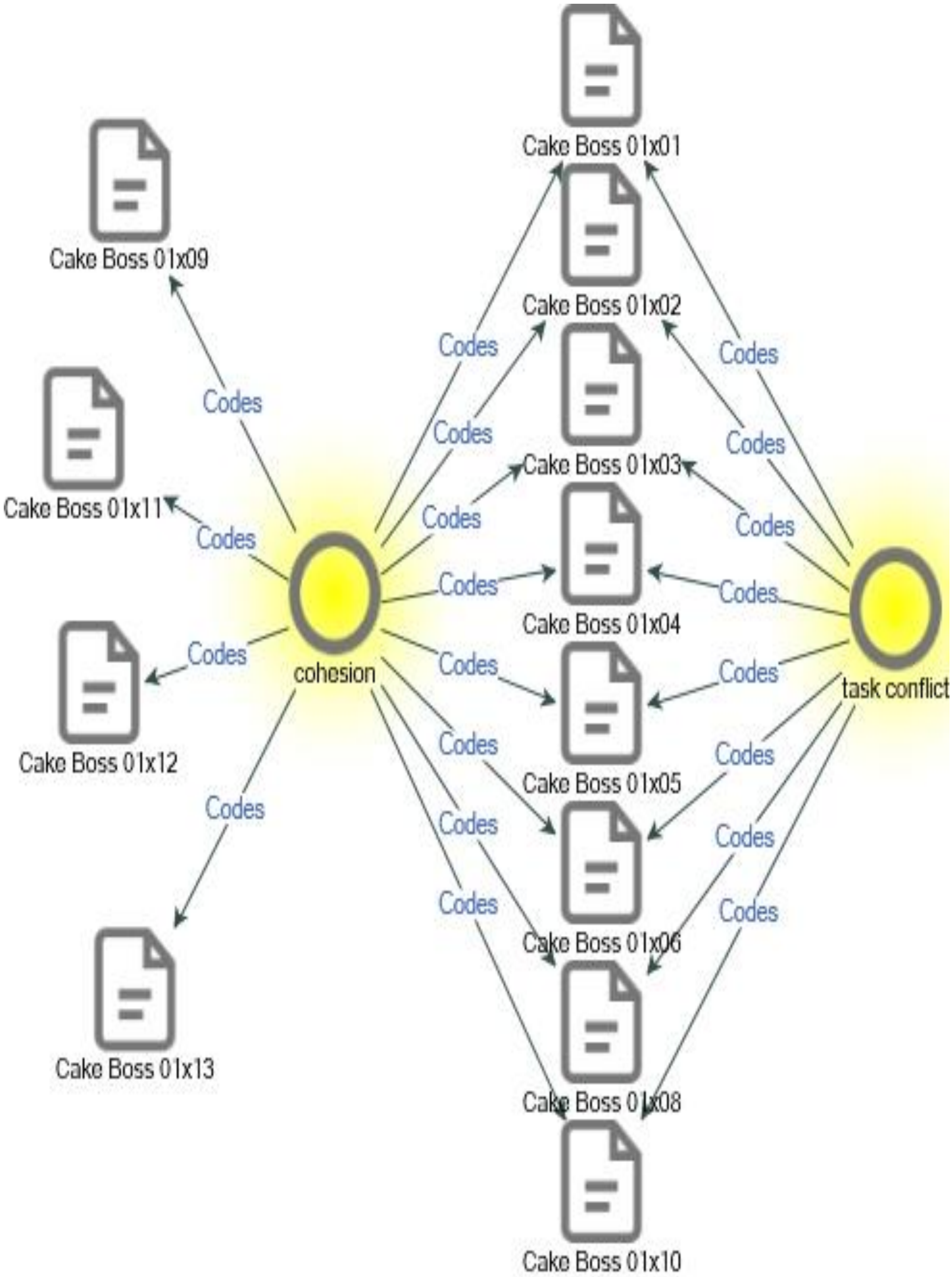


Figure 31. Comparison Diagram: Cohesion and Task Conflict
Source: Personal Elaboration

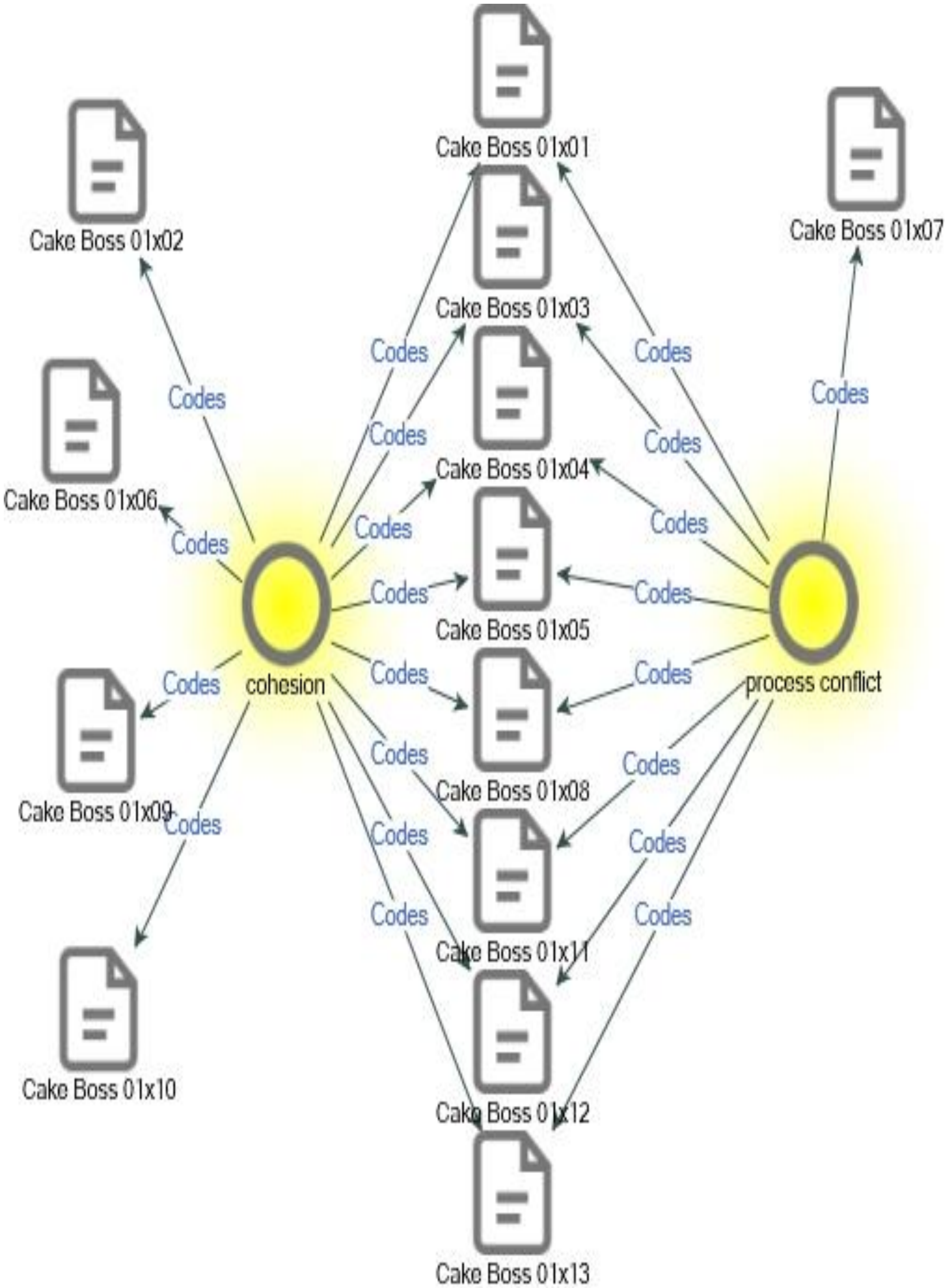


Figure 32. Comparison Diagram: Cohesion and Process Conflict
Source: Personal Elaboration

Through my inductive analysis, I discovered that conflict is temporary and can change over time. It can change in type (i.e., shifting from one type to another one) and in actors (i.e., expanding to other individuals or shrinking to fewer actors). On the other hand, cohesion is steadier. Sometimes, especially in situations of relationship conflict where emotions are high and personal frustration is a central point, it may look that there is not unity among the family business organization. However, if cohesion exists and it is rooted within the family and the team, it does not disappear, even after a moment/period of conflict. Indeed, cohesion can be one of the factors that can solve problems, hence, I label these cases as the *need of cohesion-mechanism*. People discussing over ideas, tasks, processes and personal issues, are not necessarily lacking of cohesion. As Buddy Jr. says in episode 3:

"My family and me -- We might fight, we might argue. But the bottom line is, we love each other. We're family."

In another situation, Buddy Jr. would not be able to deliver all the orders in time due to the large number of products requested, and as he trusts the other family business employees, he let them prepare some of the pastries. They discuss about how to do some particular products in a constructive way, which represents task conflict. But, as the organization members are cohesive and the boss trust the other actors' opinion, he asks them their point of view, leading to a positive outcome for the business. The same happens in dynamics of process conflicts on which person should deliver a task. Since the members are cohesive on the family business goals, they find a solution and an arrangement for the team and for the business. An example is shown in episode 10, where, thanks to the group stacking together, they found a better solution (See Table 20 for first-order representative supporting data).

Table 20. Representative Supporting Data of Need of Cohesion-Mechanism
Source: Personal Elaboration

Representative First-Order Transcript Data	
Episode Number	Textual Data
Episode 10	"Because we put our heads together, we came up with a new direction for this cake. … I think that even though we had a mishap with the heads being too big, it turned out to be awesome. I think it looks better than the original design. I think it worked out. We had to change the design a little bit. We had a little mishap here and there, but, in the long run, we made everything work and it looks good. They're going to be happy. Good job, team."

Interestingly, this can happen also in situations of high emotional personal relationship conflict, which it may look detrimental especially among family members and in-laws. After a moment of negative emotions (e.g., anger), people involved come together and help each other since they love one another, sometimes even with jokes and a friendly organizational environment, as explained by Buddy Jr. in the season closing of episode 13:

"Don't get me wrong. We're not perfect. We get frustrated with each other. And yeah, there's some yelling. But at the end of the day, we're family.

We have a lot of fun. And there's a lot of love in this bakery. This is what my father wanted. This is how things were supposed to be."

Thus, appealing to the need of cohesion can be used by family and organization members as a conflict management mechanism.

7.4.5 The Role of Goal-Orientation

Interestingly, from my analysis of the data, cohesion is not the only mechanism influencing conflict. A second component that affect the dynamics of conflict is the aim to accomplish a job, i.e., *goal-orientation mechanism*. Business are ultimately characterized by delivering their offer in time, to satisfy the customer and deliver their product or service in a restricted amount of time and in the most efficient and effective possible ways. These, sometimes, affect also the decision-making processes as actors need to think, behave and act quickly for tackle urgent matters, which include to deliver orders in time, with good quality, in order to keep the client satisfied. This is the example of fulfilling a client's order (Table 21 offers the example of goal-orientation mechanism conflict the transcript data). A bride came to the bakery with her mother and made a specific order to make a cake for her wedding. Just before the wedding, the bride came to the shop to check on the cake and she destroyed it because she did not like how it was done, asking for a new different cake with other specific requests. As the wedding was planned for the same day, the bakers had to act quickly and start making the cake.

Table 21. Representative Supporting Data of Goal-Orientation-Mechanism
Source: Personal Elaboration

Representative First-Order Transcript Data	
Episode Number	Textual Data
Episode 5	Boss: All right. Listen. Danny.

	Danny (employee): Yeah? Boss: Come on. We got to do this cake. Danny: What cake? Boss: For this pain in the ***. Danny: Unh-unh. I'm not doing it. She can have that cake over there. I'm not doing it. Danielle (employee): You should have been like, "All right, you need to stop. " Boss: I did! I did! Daniella: Who acts like that? Mauro: We ain't doing another cake, so let him handle it. Daniella: You should deliver that cake to her. She has a little tantrum because she didn't get what she wants, so now we have to be here all night long. Boss: All right, listen. I gave the mother my word.

	All right, if I say we're making a cake, we're gonna make the cake whether we like it or not.

In order to fulfill the client's request in time, the workers had to stay at work also during the night and to collaborate to achieve a high-quality final product. This is where conflict started among the employees and Buddy Jr., as the firsts did not want to work additional hours after the unkind mode in which the bride behaved, being disrespectful to them. However, since Buddy Jr. promised to the bride's mother to deliver the cake, they had to make it and deliver the task to achieve the final business goal. The discussion ends with the boss imposing himself and the team ended up making the cake as newly requested. Thus, the business' goal-orientation acts as a mechanism that allows conflicts to end in order to deliver the task quickly, or to be managed in order to improve part of the business model processes and reach the desired aims.

7.4.6 The Role of Communication

Another element influencing the interpersonal dynamics of conflict is communication.

This is the case of a discussion among the boss and cake decorators on a cake for a zombie festival (see Table 22 for transcripts supporting example).

Table 22. Representative Supporting Data of Communication-Mechanism
Source: Personal Elaboration

Representative First-Order Transcript Data	
Episode Number	Textual Data
Episode 6	Boss: All right, guys. Listen. I just got this order for the zombie cake.

I was actually thinking of trying to rig something up where blood could kind of like ooze out of this brain.

Daniella (Employee): They're gonna eat it.

If they're dressed up as zombies and they just had one big brain as a cake, and they could just all go and eat the brain.

Boss: That's a little freaky, Daniella.

It's a little freaky.

-[Laughs]

Boss: Let me ask a question.

What about something like rotting flesh or anything else?

Could we have, like, pieces of limbs or anything?

Mauro: We could put all the pieces of, like, a heart and the piece of arm on the floor, yeah.

Daniella: If we had, like, half of his head open, and then he's, like, eating his own brain.

Boss: No, they don't eat zombie brains.

They were crystal clear on that.

[Laughs]

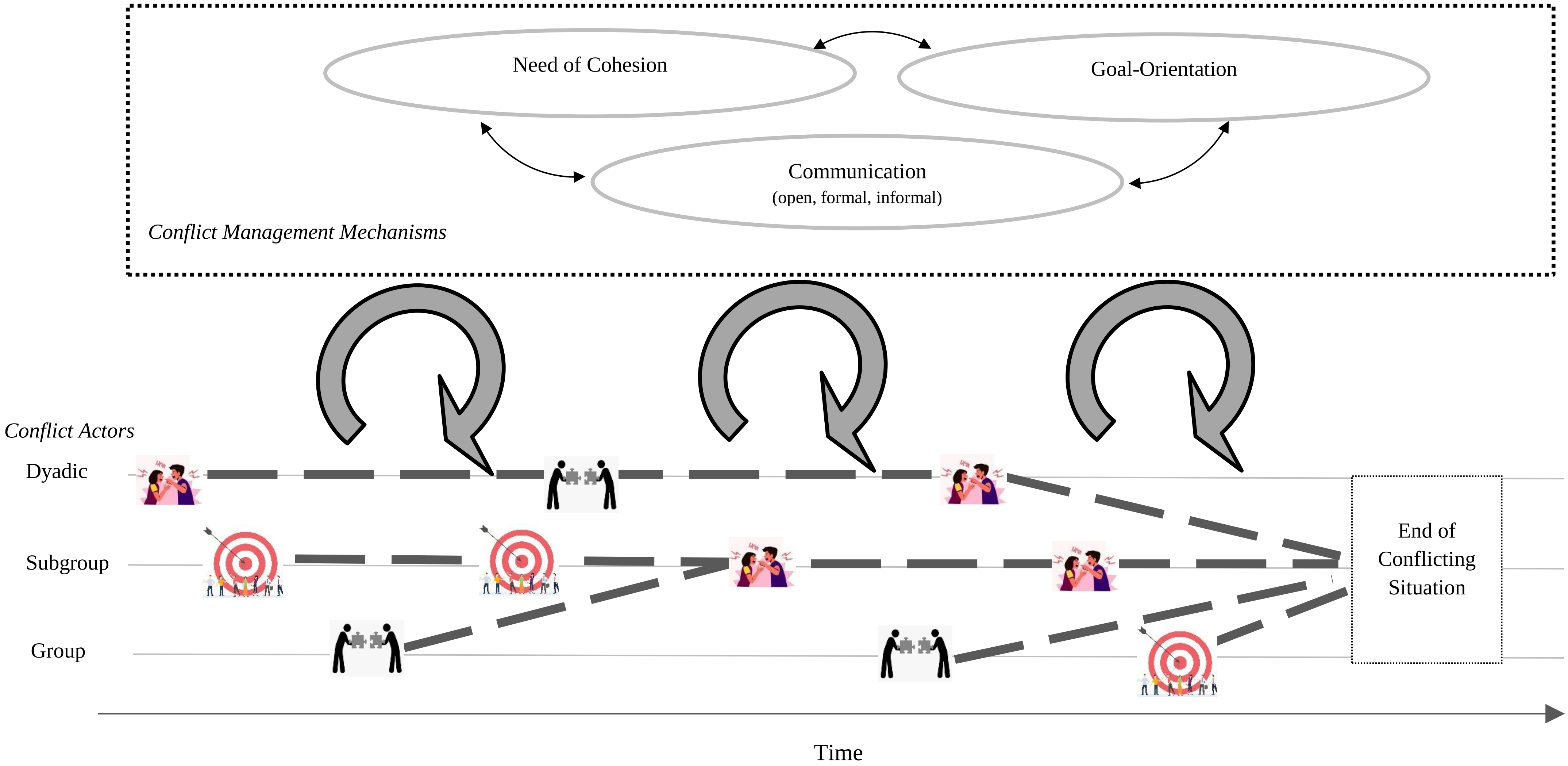
In this situation, actors discuss about how to make the cake in details and they communicate openly proposing various ideas and solutions. Communication works as a mechanism to arrive at the final decision, whereby in the process, the boss explains what it is (it is not) allowed to do for designing and decorating the cake. In this way, employees and cake designers are able to adapt their thinking and discuss original solutions that match the requirements.

7.5 Discussion

My aim is to build theory on how conflict originates and evolves in a small family business setting and how cohesion interplay with such dynamics. This twofold focus reveals that conflict evolves over time (Kremser & Blagoev, 2021), and regardless of the many (and often animated) conflicting events in the family business context, cohesion is still present and should be nurtured as strategy to manage conflict. My analysis shows that cohesion play a key role in managing conflicts in family firms, and that conflict and cohesion can simultaneously coexist. While Figure 29 illustrated the static data structure for the key mechanisms that emerged from my grounded theory study, Figure 33 embeds my fundamental findings and provide a dynamic process model of conflict in a small family business context, which emphasizes the central roles of the three mechanisms to manage conflict. As previously explained, conflict evolves in terms of types and actors involved. One type of conflict can develop into another type, remain the same type, or come to an end - quickly or after a longer time span. Indeed, the process can be quick, or long, depending on the circumstances and people involved. The actors involved, along the conflict evolution process, may vary as they can increase, decrease or remain the same. There are three elements emerging from my data that make conflicts shift and may lead them an end: need of cohesion, goal-orientation and communication.

The first mechanism, grounded on the role (and need) of cohesion, is mostly effective when actors have conflict embedding high emotional negative valence. Indeed, in such cases, people begin the conflicting situation with a negative tone. The patterns that emerge from this mechanism are often hidden, as conflict seems to overcome cohesion in the initial engagement of conflict. However, in my research context, and especially among family members, cohesion carries out the role of managing these situations. Family and organization members can overcome negative conflicts, while enhancing positive conflicts by appealing to the need of cohesion. While cohesion constantly acts under-the-radar, conflict weaken and it is managed. Thus, conflict is more dynamic, it is easy to be triggered from internal and external drivers, and it evolves more rapidly than cohesion. Cohesion is more stable, since it takes time among people to create a sense of unity and to stick together, especially when non-family members are engaged. As such, when cohesion exists, it is rooted and does not disappear simply because a temporary conflict emerged.

In the goal-orientation mechanism, conflict just come to an end quickly in the current discussion due to the urgent need to find a solution and accomplish the final team and/or business aim. In other cases, conflict is used to improve current business processes, such as an obsolete delivery system, which would help to achieve business goals easier. A take-away of this mechanism is that, often, there is not time to have conflict for an extend time frame, therefore, the leader imposes himself with an authoritarian style and gives few rooms to the family and/or team members to open a discussion or to argue with.



Note: different types of conflict can occure simoultaneously among different accors.

Figure 33. A Process Model of Conflict Evolution in Complex Interpersonal Dynamics
Source: Personal Elaboration

The communication mechanism is long lasting and is effective in finding the best ways and solutions to a problem. Actors involved in conflict discuss about a certain matter, in a constructive way. They often shift from one type of conflict to another to come to a better solution in terms of task object and task responsibilities.

Building from Figure 33 and the findings that emerged from my data, I am able to develop various propositions.

As per the conflict process and management mechanisms, from my analysis and the theoretical framework presented, I offer the main results of my qualitative analysis. Concerning the link between conflict and cohesion in family firms, and the related need of cohesion-mechanism of conflict management, I propose:

Proposition 1:

Cohesion affects conflict in terms of types and actors involved. More specifically, appealing to the need of cohesion can be used to manage highly emotional conflicts.

The second identified mechanism of conflict management is rooted in goal-orientation and time, providing evidence on the way to manage conflict through this mechanism. Thus, I propose:

Proposition 2:

Goal-orientation affects conflict in terms of types and actors involved. More specifically, the need to deliver an urgent task efficiently, pushes conflict to end or to be managed, often through the leadership type of the decision-maker.

The third mechanism is centered around the role of communication in finding the best ways and solutions to a problem, as well as on how members of the organization (family and non-family) communicate with one another. A leadership team committed to foster open communication, allows organization members to freely share their thoughts, which can be beneficial for the firm by reducing for instance group-thinking, and bringing cutting-edge ideas, that otherwise, would not have risen. My first proposition on communication is the following:

Proposition 3a:

Communication affects conflict in terms of types and actors involved. More specifically, when a dyad, group or subgroup discuss about something, the presence of open and constructive communication among all actors during the discussion leads to positive solutions.

From the analysis in Study 2, I observed that, often, communication among actors was informal, especially among family members, due to close ties and relationships inside and outside the work environment. Many conflicting situations can be informally discussed and managed in a non-working environment, such as at home and/or at family meetings (e.g., dinners, family gatherings), or within the team (for instance, during external group activities). Such way of communication can be also effective at work, building mutual understandings, trust and cohesion among organization (both family and non-family) members. My second proposition on communication is the following:

Proposition 3b:

Informal communication increases cohesion among both family and non-family organization members. Simultaneously, informal communication serves as conflict management mechanism. Establishing informal family gatherings and extra work-group activities facilitates the leadership team to establish informal communication within the organization.

The other type of communication present in organizations and revealed by the study is formal communication, which takes place through specific channels and processes. This form of communication is usually related to work matters. Using clear and formal communication at work, especially from the boss to the subordinates, can help establishing rules, instructions and procedures taking advantage of the leaders' expertise. However, when there are flaws in the communication channels, business-related problems and interpersonal conflicts arise, especially those related to what to do (task conflict) and who should do it (process conflict), which can then turn into conflicts with more negative tones that are more difficult to manage.

Proposition 3c:

Formal communication style at work is useful to establish rules, instructions and procedures, providing clear guidelines to the organization members, consequently avoiding task and process conflict to bring negative effects for the business.

In addition to the findings on conflict management mechanisms and the link between conflict and cohesion, I advance the understandings of conflict through a process model. As my case study analysis shows, one type of conflict can transform in another type of conflict and they can coexist simultaneously. I, therefore propose that:

Proposition 4:

Conflicts are not stable and change over time. A conflict that begin as a certain conflict type (relationship, task or process) can turn in another type of conflict.

Finally, I discover that what started as a conflict between specific actors (dyad, group, subgroup) can expand including new actors, being them family (in-laws, same generation, different generation) or non-family members (CEO, managers, employees), or it can narrow to specific actors. Therefore, I suggest the following proposition:

Proposition 5:

The actors involved in conflicting dynamics may change over time. Conflicts can expand to new individuals or can narrow to fewer individuals than the ones that were involved when the conflict started.

7.6 Contributions

The main aim of this chapter is to investigate the dynamics of conflict and cohesion in family firms and to build the basis on how they are interlinked. To address this purpose, I use a qualitative methodology, grounded theory single case study approach, to study the rise of conflict and its interrelation with cohesion. Thus, this study contributes in different ways to the current understanding of conflict and cohesion in interpersonal social relationships in the family business field.

First, the study theoretically and practically contributes providing empirical insights and managerial implications, on conflict evolution and on the coexistence of (i) different types of conflicts, (ii) different types of actors, (iii) conflict and cohesion simultaneously.

Second, the findings of Study 2 present a model of conflict origin and evolutions. Also, it identifies three main mechanisms of conflict management that may guide scholars in years to come and may help managers, owners and families on managing conflict.

Also, this chapter empirically contributes to the family business field – and more broadly to the management field – through the combination of fiction, audiovisual data and textual data, setting the basis for innovative conceptualizations of conflict and cohesion, and their interrelation, presenting novel propositions and auspicious research directions for future studies on this prominent topic.

7.7 Limitations and Future Research

My dissertation is not exempted from limitations. Despite my empirical qualitative study answers to calls of using novel and advanced qualitative methods (LeBaron et al. 2017), of using literary and fiction in the family business field (Nordqvist & Gartner, 2020) and of closing some important research gaps on conflict and cohesion (Bettinelli et al. 2021), it is not straightforwardly able to provide generalizable findings (Eisenhart, 2009). Study 2 is based on a single case study narrowed to the family business field, however, the settings of this organization are unique and explain the heterogeneity of family firms (Chua et al. 2012).

Future research should advance the field in two directions: comparing family and non-family firms, and deepen the heterogeneity aspects of family firms. By comparing family firm with their non-family counterparts, scholars can find differences regarding many aspects. First, the family dynamics are unique, due to the socio-economic goals that family firms aim to achieve. While in family firms, family members play a crucial part in the daily business activities and interpersonal interactions, this is not the case of other types of organization. On this matter, conflict and cohesion dynamics can diverse in non-family owned organizations, where emotions may run lower, as well as the unity and affective cohesion among the members. Conflict types differ among family and non-family firms in their origin and evolution, along with the actors involved. Such understanding is a prominent stream of future research. On the other hand, by analyzing family firms only, the focus of future research should be on the peculiarities and on the heterogeneity aspects of family firms. Conflict and cohesion dynamics, as well as types and actors involved may differ for a wide multitude of reasons at various levels: at firm level, e.g., size; at the board and top management team level, e.g., board composition; at the family level, e.g., family members interaction among same generation, different generations, the role of in-laws, and the interaction with non-family members. Future research appears propitious of such studies.

Another limitation is the temporality issue of my approach. I study the interrelation of conflict and cohesion in a dynamic context, as well as how conflict evolves and changes in terms of typology and actors involved. The current approach of grounded theory, single case study, lack of a deeper understanding of the longitudinal dimension of the phenomena in analysis. Future research should point their attention on advances the field on the evolution of such dynamics both qualitative and quantitative through the use of longitudinal approaches. In such direction, researchers can disentangle the interrelationships that conflict and cohesion have, their roles and their evolution. A deeper understanding of how, why and when conflict change depending of the people involved is needed, as interpersonal dynamics may change depending on the actors tangled in a particular situation. For instance, emotions vary among intergenerational conflicts, where parents and heirs may discuss about leadership and power, and intragenerational conflict, in which heirs may fight over the succession of the business, as well as how non-blood related family members affect family business organization.

A further limitation is the use of the television series as main data source to capture interpersonal dynamics. As the scenes are portrayed on the television screen, I do not know how realistic the episodes' content is. Some interactions may be exaggerated and planned to gain audience and external interest. However, by using audiovisual data, I do not have a direct impact and I can provide a less subjective and more unbiased overview of the phenomena without influencing the business environment and exchanges (LeBaron, Jarzabkowski, Pratt, and Fetzer, 2017), and I can learn about social life issues and organizational life (Meyer et al., 2013). Also, I combine audiovisual data with textual and secondary data, to mitigate this limitation. Further qualitative study should point their attention in analyzing business cases and social interaction on the field through interviews and direct observations.

This study is a starting point that shows that conflict and cohesion can simultaneously coexist. Future studies should be conducted on this argument to advance the family business and management field on why, when and how different types and actors of conflicts can (or cannot) coexist with cohesion. Future research should point the attention to the various origin of conflict, being the dyadic one the most common setting of origin. The literature has pointed particular interest on the group level, thus, a shift to other levels of analysis is also required.

The data is on a single case study and the events of conflicts are limited in number, however this is in line with a qualitative research methodology. The findings show that all three types of conflicts present in the management and psychological literature (relationship, task and process) are somewhat likely to occur with the same frequency. Further study, should focus on when and how, conflict occurs, transforms, and can be beneficial for the business, and analyze when does that happen through cohesion. Such findings may be useful to the broad management academic field and could have important practical and managerial implications. Knowing how to properly manage conflicts and how to favor the use cohesion could help scholars in continuing the debate with further research and would also support managers and family businesses in real life situations.

8 Conclusions

The main goal of this doctoral thesis was to contribute to the understanding of conflict and cohesion in family firms. Specifically, the aims were to highlight differences of conflict and cohesion phenomena in family and non-family firms, as well as family firms' heterogeneity aspects. Also, I aimed to understand conflict evolution and conflict management in the family business context. To achieve these goals, I first reviewed the literature and the conceptualization on conflict and on cohesion in family firms. Next, I provided a bridge of the two streams of research in order to precisely study conflict and cohesion together. Then, in Study 1, I analyzed the propensity towards conflict and cohesion in family and non-family firms through a sample of Italian firms. Finally, in Study 2, I in-depth analyzed the evolution of conflicts in a family business context, as well as their management mechanisms and their interrelation with cohesion.

My dissertation provides multiple academic and managerial contributions. First, it theoretically contributes in the mapping of the literature on both conflict and cohesion. I reviewed their main conceptualization, scales of measurement and theoretical approach. Based on the review, I present a new conflict typology, typical of family firms, and a new model that can guide future studies using multilevel approaches.

Second, it shows new insights on the differences and similarities among and between family firms and non-family ones. Thus, it highlights the need to investigates conflict and cohesion in the top management team by both comparing family firms with other kind of organizations and focusing on heterogeneous aspects specific of family firms.

Third, the dissertation theoretically and practically contributes providing managerial insights and implications on the coexistence of different types of conflicts, different types of actors, conflict evolution, conflict management and on the paradox of conflict and cohesion, providing findings of their coexistence and interrelations.

Also, my dissertation highlights that the field on these topics is still at its infancy, as well as provides clear future research path to theoretically and empirically study conflict and cohesion in family firms, and increase our knowledge on such important dynamics.

Finally, my dissertation empirically contributes to the family business field – and more broadly to the management field – through the combination of audiovisual and textual data, setting the basis for innovative conceptualizations of conflict and cohesion, and their interrelation, presenting novel propositions and auspicious research directions for future studies on this prominent topic.

Thus, the above contributions presented in this dissertation provide both theoretical and practical implications. I hope that, my results help managers and family owners to properly manage conflict and cohesion, thus, taking advantage of the beneficial aspects of both forces.

References

Adams, J. (1996). Principals and agents, colonialists and company men: The decay of colonial control in the Dutch East Indies. American sociological review, 12-28.

Allen, M. P., & Panian, S. K. (1982). Power, performance, and succession in the large corporation. Administrative Science Quarterly, 538-547.

Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. Academy of management journal, 39(1), 123-148.

Amato, S., Basco, R., Ansón, S. G., & Lattanzi, N. (2020). Family-managed firms and employment growth during an economic downturn: does their location matter?. Baltic Journal of Management.

Anderson, R. C., & Reeb, D. M. (2004). Board composition: Balancing family influence in S&P 500 firms. Administrative science quarterly, 49(2), 209-237.

Aragón-Amonarriz, C., Arredondo, A. M., & Iturrioz-Landart, C. (2019). How can responsible family ownership be sustained across generations? A family social capital approach. Journal of Business Ethics, 159(1), 161-185.

Arredondo, H., & Cruz, C. (2019). How do owning families ensure the creation of value across generations? A “dual balance” approach. In The Palgrave handbook of heterogeneity among family firms (pp. 791-819). Palgrave Macmillan, Cham.

Arzubiaga, U., Kotlar, J., De Massis, A., Maseda, A., & Iturralde, T. (2018). Entrepreneurial orientation and innovation in family SMEs: Unveiling the (actual) impact of the Board of Directors. Journal of Business Venturing, 33(4), 455-469.

Arzubiaga, U., Maseda, A., Uribarri, A., & Ruiz, J. M. P. (2019). Collaborative innovation in the family SME: conceptualization, goals, and success factors. European Journal of Family Business, 9(2), 102-114.

Astrachan, J. H., & Kolenko, T. A. (1994). A neglected factor explaining family business success: Human resource practices. Family business review, 7(3), 251-262.

Avloniti, A., Iatridou, A., Kaloupsis, I., & Vozikis, G. S. (2014). Sibling rivalry: implications for the family business succession process. International Entrepreneurship and Management Journal, 10(4), 661-678.

Bammens, Y. and Voordeckers, W. (2009). The board's control tasks in family firms: theoretical perspectives and exploratory evidence. In Huse, M. (ed.), The Value Creating Board: Corporate Governance and Organizational Behaviour. Abingdon: Routledge, pp. 413–422.

Bammens, Y., Voordeckers, W., & Van Gils, A. (2011). Boards of directors in family businesses: A literature review and research agenda. International Journal of Management Reviews, 13(2), 134-152.

Bammens, Y., Voordeckers, W. and Van Gils, A. (2008). Boards of directors in family firms: a generational perspective. Small Business Economics, 31, pp. 163–180.

Basco, R. (2017). "Where do you want to take your family firm?" A theoretical and empirical exploratory study of family business goals. BRQ Business Research Quarterly, 20(1), 28-44.

Beckhard, R., & Dyer Jr, W. G. (1983). Managing continuity in the family-owned business. Organizational dynamics, 12(1), 5-12.

Beehr, T. (1976). Perceived situational moderators of the relationship between subjective role ambiguity and role strain. Journal of Applied Psychology, 61, 35-40.

Beehr, T. A., Drexler Jr, J. A., & Faulkner, S. (1997). Working in small family businesses: empirical comparisons to non-family businesses. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 18(3), 297-312.

Bentayou, F. (1999). When families fight. Inside business, 1(8), 18-38.

Bernthal, P. R., & Insko, C. A. (1993). Cohesiveness without groupthink: The interactive effects of social and task cohesion. Group & Organization Management, 18(1), 66-87.

Bettinelli, C. (2011). Boards of directors in family firms: An exploratory study of structure and group process. Family Business Review, 24(2), 151-169.

Bettinelli, C., Del Bosco, B., & Giachino, C. (2019). Women on boards in family firms: What we know and what we need to know. In The Palgrave handbook of heterogeneity among family firms (pp. 201-228). Palgrave Macmillan, Cham.

Bettinelli, C., Mismetti, M., De Massis, A., & Del Bosco, B. (2021). A Review of Conflict and Cohesion in Social Relationships in Family Firms. Entrepreneurship Theory and Practice, 10422587211000339.

Birdthistle, N. (2006). Training and learning strategies of family businesses: An Irish case. Journal of European Industrial Training, 30, 550-568.

Björnberg, Å., & Nicholson, N. (2007). The family climate scales—Development of a new measure for use in family business research. Family Business Review, 20(3), 229-246.

Blanco-Mazagatos, V., de Quevedo-Puente, E., & Castrillo, L. A. (2007). The trade-off between financial resources and agency costs in the family business: An exploratory study. Family Business Review, 20(3), 199-213.

Blanco-Mazagatos, V., de Quevedo-Puente, E., & Delgado-García, J. B. (2016). How agency conflict between family managers and family owners affects performance in wholly family-owned firms: A generational perspective. Journal of Family Business Strategy, 7(3), 167-177.

Bobillo, A. M., Rodríguez-Sanz, J. A., & Tejerina-Gaite, F. (2013). Shareholder activism and internationalization in the family firm. Journal of Business Economics and Management, 14(5), 867-885.

Bollen, K. A., & Hoyle, R. H. (1990). Perceived cohesion: A conceptual and empirical examination. Social Forces, 69(2), 479–504.

Botero, I. C., Spitzley, D., Lude, M., & Prügl, R. (2019). Exploring the role of family firm identity and market focus on the heterogeneity of family business branding strategies. In The Palgrave handbook of heterogeneity among family firms (pp. 909-932). Palgrave Macmillan, Cham.

Bourgeois III, L. J. (1981). On the measurement of organizational slack. Academy of Management review, 6(1), 29-39.

Boyd, B., Royer, S., & Goto, T. (2019). Competitive advantage in long-lived family firms: Implications of market characteristics and strategically relevant knowledge. In The Palgrave handbook of heterogeneity among family firms (pp. 961-1000). Palgrave Macmillan, Cham.

Brenes, E. R., Madrigal, K., & Molina-Navarro, G. E. (2006). Family business structure and succession: Critical topics in Latin American experience. Journal of Business Research, 59(3), 372-374.

Brennecke, J. (2020). Dissonant ties in intraorganizational networks: Why individuals seek problem-solving assistance from difficult colleagues. Academy of Management Journal, 63(3), 743-778.

Brislin RW (1980) Translation and content analysis of oral and written materials. Triandis HC, Berry JW, eds. Handbook of Cross-Cultural Psychology: Methodology, 2nd ed. (Allyn Bacon, Boston), 389–444

Brockhaus, R. H. (2004). Family business succession: Suggestions for future research. Family Business Review, 17(2), 165-177.

Bryant, A., & Charmaz, K. (Eds.). (2007). The Sage handbook of grounded theory. Sage.

Buchter, L. (2021). Escaping the ellipsis of diversity: Insider activists' use of Implementation resources to influence organization policy. Administrative Science Quarterly, 66(2), 521-565.

Buzzanell, P. M., & D'Enbeau, S. (2014). Intimate, ambivalent and erotic mentoring: Popular culture and mentor–mentee relational processes in Mad Men. Human relations, 67(6), 695-714.

Caccamo, M., Pittino, D., & Chirico, F. (2019). Family firm density and likelihood of failure: An ecological perspective. In The Palgrave handbook of heterogeneity among family firms (pp. 821-846). Palgrave Macmillan, Cham.

Cai, H., Li, H., Park, A., & Zhou, L. (2013). Family ties and organizational design: Evidence from Chinese private firms. Review of Economics and Statistics, 95, 850-867.

Campopiano, G., De Massis, A., & Kotlar, J. (2019). Environmental Jolts, Family-Centered Non-economic Goals, and Innovation: A Framework of Family Firm Resilience. In The

Palgrave handbook of heterogeneity among family firms (pp. 773-789). Palgrave Macmillan, Cham.

Caputo, A., Marzi, G., Pellegrini, M. M., & Rialti, R. (2018). Conflict management in family businesses: A bibliometric analysis and systematic literature review. International Journal of Conflict Management.

Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition. Journal of management, 30(6), 749-778.

Carron, A. V., & Brawley, L. R. (2000). Cohesion: Conceptual and measurement issues. Small group research, 31(1), 89-106.

Carron, A. V., & Chelladurai, P. (1981). The dynamics of group cohesion in sport. Journal of Sport and Exercise Psychology, 3(2), 123-139.

Carton, A. M., & Cummings, J. N. (2012). A theory of subgroups in work teams. Academy of management review, 37(3), 441-470.

Cater III, J. J., Kidwell, R. E., & Camp, K. M. (2016). Successor team dynamics in family firms. Family Business Review, 29(3), 301-326.

Cater, J. J., & Young, M. (2019). New directions for brothers and sisters in successor teams in family firms. In The Palgrave handbook of heterogeneity among family firms (pp. 229-262). Palgrave Macmillan, Cham.

Chirico, F., & Salvato, C. (2016). Knowledge internalization and product development in family firms: When relational and affective factors matter. Entrepreneurship Theory and Practice, 40(1), 201-229.

Chirico, F., Sirmon, D. G., Sciascia, S., & Mazzola, P. (2011). Resource orchestration in family firms: Investigating how entrepreneurial orientation, generational involvement, and participative strategy affect performance. Strategic Entrepreneurship Journal, 5(4), 307-326.

Chrisman, J.J., Chua, J.H. and Litz, R.A. (2004). Comparing the agency costs of family and non-family firms: conceptual issues and exploratory evidence. Entrepreneurship Theory and Practice, 28, pp. 335–354.

Chrisman, J. J., Chua, J. H., Pearson, A. W., & Barnett, T. (2012). Family involvement, family influence, and family–centered non–economic goals in small firms. Entrepreneurship theory and practice, 36(2), 267-293.

Chrisman, J. J., Madison, K., & Kim, T. (2021). A Dynamic Framework of Noneconomic Goals and Inter-Family Agency Complexities in Multi-Family Firms. Entrepreneurship Theory and Practice, 10422587211005775.

Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the family business by behavior. Entrepreneurship theory and practice, 23(4), 19-39.

Chua, J. H., Chrisman, J. J., Steier, L. P., & Rau, S. B. (2012). Sources of heterogeneity in family firms: An introduction.

Claßen, C. A. E., & Schulte, R. (2017). How do conflicts impact change in family businesses? The family system and familiness as a catalytic converter of change. Journal of Organizational Change Management.

Clark, S. M., Gioia, D. A., Ketchen Jr, D. J., & Thomas, J. B. (2010). Transitional identity as a facilitator of organizational identity change during a merger. Administrative Science Quarterly, 55(3), 397-438.

Collin, S. O. Y., & Ahlberg, J. (2012). Blood in the boardroom: Family relationships influencing the functions of the board. Journal of Family Business Strategy, 3(4), 207-219.

Corley, K. G., & Gioia, D. A. (2004). Identity ambiguity and change in the wake of a corporate spin-off. Administrative science quarterly, 49(2), 173-208.

Corten, M., Steijvers, T., & Lybaert, N. (2017). The effect of intrafamily agency conflicts on audit demand in private family firms: The moderating role of the board of directors. Journal of Family Business Strategy, 8(1), 13-28.

Cunliffe, A., & Coupland, C. (2012). From hero to villain to hero: Making experience sensible through embodied narrative sensemaking. Human Relations, 65(1), 63-88.

D'Allura, G. M., & Bannò, M. (2019). Family firm types based on the level of professionalism of the top management team. In The Palgrave handbook of heterogeneity among family firms (pp. 747-769). Palgrave Macmillan, Cham.

Danes, S. M., Stafford, K., Haynes, G., & Amarapurkar, S. S. (2009). Family capital of family firms: Bridging human, social, and financial capital. Family Business Review, 22(3), 199-215.

Daspit, J. J., Chrisman, J. J., Ashton, T., & Evangelopoulos, N. (2021). Family Firm Heterogeneity: A Definition, Common Themes, Scholarly Progress, and Directions Forward. Family Business Review, 34(3), 296-322.

Davis, J. and Tagiuri, R. (1982). "The Influence of Life Stages on Father-Son Work Relationships in Family Companies", Unpublished manuscript, Graduate School of Business Administration, University of Southern California.

Davis, P. S., & Harveston, P. D. (1999). In the founder's shadow: Conflict in the family firm. Family Business Review, 12(4), 311-323.

Davis, P. S., & Harveston, P. D. (2001). The phenomenon of substantive conflict in the family firm: A cross-generational study. Journal of small business management, 39(1), 14-30.

Dawson, A., & Parada, M. J. (2019). Corporate governance in family businesses across generations: Exploring intergenerational issues. In The Palgrave handbook of heterogeneity among family firms (pp. 115-139). Palgrave Macmillan, Cham.

De Clercq, D., & Belausteguigoitia, I. (2015). Intergenerational strategy involvement and family firms' innovation pursuits: The critical roles of conflict management and social capital. Journal of Family Business Strategy, 6(3), 178-189.

De Massis, A., & Foss, N. J. (2018). Advancing Family Business Research: The Promise of Microfoundations. Family Business Review, 31(4), 386–396.

De Massis, A., Kotlar, J., Campopiano, G., & Cassia, L. (2013). Dispersion of family ownership and the performance of small-to-medium size private family firms. Journal of Family Business Strategy, 4(3), 166-175.

De Massis, A., Kotlar, J., Mazzola, P., Minola, T., & Sciascia, S. (2018). Conflicting selves: Family owners' multiple goals and self-control agency problems in private firms. Entrepreneurship Theory and Practice, 42(3), 362-389.

de Vries, M. F. K. (1993). The dynamics of family controlled firms: The good and the bad news. Organizational dynamics, 21(3), 59-71.

Diaz-Moriana, V., Hogan, T., Clinton, E., & Brophy, M. (2019). Defining family business: A closer look at definitional heterogeneity. In The Palgrave handbook of heterogeneity among family firms (pp. 333-374). Palgrave Macmillan, Cham.

Discua Cruz, A., Howorth, C., & Hamilton, E. (2013). Intrafamily entrepreneurship: The formation and membership of family entrepreneurial teams. Entrepreneurship Theory and Practice, 37(1), 17-46.

Duréndez, A., Madrid-Guijarro, A., & Hernández-Cánovas, G. (2019). Do family firms' specific governance mechanisms moderate the cost of debt?. Australian Accounting Review, 29(1), 49-63.

Eddleston, K. A., & Kellermanns, F. W. (2007). Destructive and productive family relationships: A stewardship theory perspective. Journal of Business Venturing, 22(4), 545-565.

Eddleston, K. A., Otondo, R. F., & Kellermanns, F. W. (2008). Conflict, participative decision-making, and generational ownership dispersion: A multilevel analysis. Journal of small business management, 46(3), 456-484.

Eisenhardt, K. M. (1989). Agency theory: An assessment and review. Academy of management review, 14(1), 57-74.

Eisenhardt, K. M. (1989). Building theories from case study research. Academy of management review, 14(4), 532-550.

Eisenhart, M. (2009). Generalization from qualitative inquiry. In Generalizing from educational research (pp. 61-76). Routledge.

Ensley, M. D., & Pearson, A. W. (2005). An exploratory comparison of the behavioral dynamics of top management teams in family and nonfamily new ventures: Cohesion, conflict, potency, and consensus. Entrepreneurship theory and practice, 29(3), 267-284.

Ensley, M. D., Pearson, A. W., & Amason, A. C. (2002). Understanding the dynamics of new venture top management teams: cohesion, conflict, and new venture performance. Journal of Business Venturing, 17(4), 365–386.

Ensley, M. D., Pearson, A. W., & Sardeshmukh, S. R. (2007). The negative consequences of pay dispersion in family and non-family top management teams: An exploratory analysis of new venture, high-growth firms. Journal of Business Research, 60(10), 1039-1047.

Felps, W., Mitchell, T. R., & Byington, E. (2006). How, when, and why bad apples spoil the barrel: Negative group members and dysfunctional groups. Research in organizational behavior, 27, 175-222.

Feng, X., & Behar-Horenstein, L. (2019). Maximizing NVivo utilities to analyze open-ended responses. The Qualitative Report, 24(3), 563-571.

Fernández-rOCA, F. J., López-Manjón, J. D., & Gutiérrez-Hidalgo, F. (2014). Family cohesion as a longevity factor of business with intergenerational transmission. Enterprise & Society, 15(4), 791-819.

Fiegener, M.K., Brown, B.M., Dreux, D.R. and Dennis, W.J. (2000). The adoption of outside boards by small private US firms. Entrepreneurship and Regional Development, 12, pp. 291–309.

Filser, M., Kraus, S., & Märk, S. (2013). Psychological aspects of succession in family business management. Management Research Review.

Forbes, D. P., & Milliken, F. J. (1999). Cognition and corporate governance: Understanding boards of directors as strategic decision-making groups. Academy of management review, 24(3), 489-505.

Frank, H., Suess-Reyes, J., Fuetsch, E., & Kessler, A. (2019). Introducing the enterpriseness of business families: A research agenda. In The Palgrave handbook of heterogeneity among family firms (pp. 263-296). Palgrave Macmillan, Cham.

Furlan, A., Galeazzo, A., & Paggiaro, A. (2019). Organizational and perceived learning in the workplace: a multilevel perspective on employees' problem solving. Organization Science, 30(2), 280-297.

Gagné, M., Sharma, P., & De Massis, A. (2014). The study of organizational behaviour in family business. European Journal of Work and Organizational Psychology, 23(5), 643-656.

García-Álvarez, E., & López-Sintas, J. (2001). A taxonomy of founders based on values: The root of family business heterogeneity. Family business review, 14(3), 209-230.

Gartner, W. B. (2007). Entrepreneurial narrative and a science of the imagination. Journal of Business Venturing, 22(5), 613–627.

Garud, R., Dunbar, R. L., & Bartel, C. A. (2011). Dealing with unusual experiences: A narrative perspective on organizational learning. Organization science, 22(3), 587-601.

Gedajlovic, E., Carney, M., Chrisman, J. J. and Kellermanns, F. W. (2012), "The adolescence of family firm research taking stock and planning for the future", Journal of Management, Vol. 38 No. 4, pp. 1010–1037.

Gersick, K. E., Davis, J. A., Hampton, M., & Lansberg, 1. (1997). Generation to Generation: Life Cycles of the Family Business. Boston. Harvard Business School Press.

Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. Strategic management journal, 12(6), 433-448.

Gioia, D. A., & Thomas, J. B. (1996). Identity, image, and issue interpretation: Sensemaking during strategic change in academia. Administrative science quarterly, 370-403.

Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. Organizational research methods, 16(1), 15-31.

Gioia, D. A., Price, K. N., Hamilton, A. L., & Thomas, J. B. (2010). Forging an identity: An insider-outsider study of processes involved in the formation of organizational identity. Administrative science quarterly, 55(1), 1-46.

Glaser, B., & A. Strauss, A. (1967). The Discovery of Grounded Theory, Aldine Publishing Company, Hawthorne, NY.

Glynn, C., Herbst, S., O'Keefe, G., Shapiro, R., & Lindeman, M. (2004). Public opinion (2nd ed.) Boulder, CO: Westview Press.

Godfrey, R., Lilley, S., & Brewis, J. (2012). Biceps, bitches and borgs: Reading Jarhead's representation of the construction of the (masculine) military body. Organization Studies, 33(4), 541-562.

Goel, S., Jones, R. J., & Karri, R. (2019). Conceptualizing and investigating entrepreneurial action in family firms: A few promising directions. In The Palgrave handbook of heterogeneity among family firms (pp. 873-907). Palgrave Macmillan, Cham.

Goergen, M., Limbach, P., & Scholz, M. (2015). Mind the gap: The age dissimilarity between the chair and the CEO. Journal of Corporate Finance, 35, 136-158.

Gordon, G., & Nicholson, N. (2010). Family wars: Stories and insights from famous family business feuds. Kogan Page Publishers.

Griffin, M., Harding, N., & Learmonth, M. (2017). Whistle while you work? Disney animation, organizational readiness and gendered subjugation. Organization Studies, 38(7), 869-894.

Grossman, S.J., Hart, O.D., 1983. An analysis of the principal-agent problem. Econometrica 51 (1), 7–45.

Haberman, H., & Danes, S. M. (2007). Father-daughter and father-son family business management transfer comparison: Family FIRO model application. Family Business Review, 20(2), 163-184.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2006), Multivariate Data Analysis 8th Edition, Pearson Education, NJ.

Hambrick, D. C. (2007). Upper echelons theory: An update. Academy of management review, 32(2), 334-343.

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. (1994). Succession in family business: A review of the research. Family business review, 7(2), 133-157.

Harrison, R. T., & Leitch, C. M. (2019). The dynamics of identity, identity work and identity formation in the family business: Insights from identity process theory and transformative learning. In The Palgrave handbook of heterogeneity among family firms (pp. 673-713). Palgrave Macmillan, Cham.

Heino, N., Tuominen, P., Tuominen, T., & Jussila, I. (2019). The socio-psychological challenges of succession in family firms: The implications of collective psychological ownership. In The Palgrave handbook of heterogeneity among family firms (pp. 715-746). Palgrave Macmillan, Cham.

Herrero, I. (2018). How familial is family social capital? Analyzing bonding social capital in family and nonfamily firms. Family Business Review, 31(4), 441-459.

Hill, C. W., & Jones, T. M. (1992). Stakeholder-agency theory. Journal of management studies, 29(2), 131-154.

Hlady-Rispal, M., Fayolle, A., & Gartner, W. B. (2021). In search of creative qualitative methods to capture current entrepreneurship research challenges. Journal of Small Business Management, 59:5, 887-912.

Hoffner, C. A., & Cohen, E. L. (2015). Portrayal of mental illness on the TV series Monk: Presumed influence and consequences of exposure. Health communication, 30(10), 1046-1054.

Hofstede, G. H. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations (2nd ed.). Thousand Oaks, CA: Sage.

Holmström, B., 1979. Moral hazard and observability. The Bell Journal of Economics 10 (1), 74–91.

Hoopes, D. G., & Miller, D. (2006). Ownership preferences, competitive heterogeneity, and family-controlled businesses. Family Business Review, 19(2), 89-101.

Humphrey, S. E., Aime, F., Cushenbery, L., Hill, A. D., & Fairchild, J. (2017). Team conflict dynamics: Implications of a dyadic view of conflict for team performance. Organizational Behavior and Human Decision Processes, 142, 58-70.

Huttenlocher, J., Hedges, L. V., & Bradburn, N. M. (1990). Reports of elapsed time: bounding and rounding processes in estimation. Journal of Experimental Psychology: Learning, Memory, and Cognition, 16(2), 196.

IFERA. Family Businesses Dominate: International Family Enterprise Research Academy. Family Business Review. 2003;16(4):235-240.

James, A. E., Jennings, J. E., & Jennings, P. D. (2017). Is it better to govern managers via agency or stewardship? Examining asymmetries by family versus nonfamily affiliation. Family Business Review, 30(3), 262-283.

Jaskiewicz, P., Heinrichs, K., Rau, S. B., & Reay, T. (2016). To be or not to be: How family firms manage family and commercial logics in succession. Entrepreneurship Theory and Practice, 40(4), 781-813.

Jayantilal, S., Jorge, S. F., & Palacios, T. M. B. (2016). Effects of sibling competition on family firm succession: A game theory approach. Journal of Family Business Strategy, 7(4), 260-268.

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. Administrative science quarterly, 256-282.

Jehn, K. A. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. Administrative science quarterly, 530-557.

Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. Research in organizational behavior, 25, 187-242.

Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. Academy of management journal, 44(2), 238-251.

Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict and performance in workgroups. Administrative science quarterly, 44(4), 741-763.

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. Journal of financial economics, 3(4), 305-360.

Jensen, M.C., Smith, C.W., 1985. Stockholder, manager, and creditor interests: applications of agency theory. In: Altman, E.I., Subrahmanyam, M.G. (Eds.), Recent Advances in Corporate Finance. Dow-Jones Irwin, Homewood, IL, pp. 93–131.

Johnson, C., Kaufman, J., & Ford, R. (2000). Emotional reactions to conflict: Do dependence and legitimacy matter?. Social Forces, 79(1), 107-137.

Kahneman, D., & Tversky, A. (2013). Prospect theory: An analysis of decision under risk. In Handbook of the fundamentals of financial decision making: Part I (pp. 99-127).

Kammerlander, N., Dessi, C., Bird, M., Floris, M., & Murru, A. (2015). The impact of shared stories on family firm innovation: A multicase study. Family Business Review, 28(4), 332-354.

Kellermanns, F. W., & Eddleston, K. A. (2004). Feuding families: When conflict does a family firm good. Entrepreneurship theory and Practice, 28(3), 209-228.

Kellermanns, F. W., & Eddleston, K. A. (2007). A family perspective on when conflict benefits family firm performance. Journal of Business Research, 60(10), 1048-1057.

Kempers, M., Leitterstorf, M. P., & Kammerlander, N. (2019). Risk behavior of family firms: A literature review, framework, and research agenda. The Palgrave handbook of heterogeneity among family firms, 431-460.

Kessler, E. H. (Ed.). (2013). Encyclopedia of management theory. Sage Publications.

Kidwell, R. E., Cox, K. C., & Kloepfer, K. E. (2019). The diversity of deviance: How it can hurt (and help) families and family firms. In The Palgrave handbook of heterogeneity among family firms (pp. 643-672). Palgrave Macmillan, Cham.

Kidwell, R. E., Kellermanns, F. W., & Eddleston, K. A. (2012). Harmony, justice, confusion, and conflict in family firms: Implications for ethical climate and the "fredo effect". Journal of business ethics, 106(4), 503-517.

Kiong, T. C. (2005). Feuds and legacies: Conflict and inheritance in Chinese family businesses. International Sociology, 20(1), 45-70.

Kiser, E., 1999. Comparing varieties of agency theory in economics, political science, and sociology: an illustration from State Policy Implementation. Sociological Theory 17 (2), 146–170.

Korsgaard, M. A., Ployhart, R. E., & Ulrich, M. D. (2014). The emergence of intragroup conflict: Variations in conflict configurations. In Handbook of conflict management research. Edward Elgar Publishing.

Korsgaard, M. A., Soyoung Jeong, S., Mahony, D. M., & Pitariu, A. H. (2008). A multilevel view of intragroup conflict. Journal of management, 34(6), 1222-1252.

Kremser, W., & Blagoev, B. (2021). The Dynamics of Prioritizing: How Actors Temporally Pattern Complex Role–Routine Ecologies. Administrative Science Quarterly, 66(2), 339-379.

Kudlats, J., McDowell, W. C., & Mahto, R. V. (2019). Unrelated but together: Trust and intergroup relations in multi-family businesses. Journal of Business Research, 101, 750-756.

La Porta, R., Lopez-de-Silanes, F., Shleifer, A. (1999). Corporate ownership around the world. The Journal of Finance, 54(2), 471-517.

Laffont, J.-J., Martimort, D., 2001. Theory of Incentives I: The Principal-Agent Model. Princeton University Press, Princeton.

Lambrecht, J., & Lievens, J. (2008). Pruning the family tree: An unexplored path to family business continuity and family harmony. Family Business Review, 21(4), 295-313.

Lane, S., Astrachan, J., Keyt, A., & McMillan, K. (2006). Guidelines for family business boards of directors. Family Business Review, 19(2), 147-167.

Langley, A. (1999). Strategies for theorizing from process data. Academy of Management review, 24(4), 691-710.

Lazear, E. P. (2000). Performance pay and productivity. American Economic Review, 90(5), 1346-1361.

Labaki, R., Bernhard, F., & Cailluet, L. (2019). The strategic use of historical narratives in the family business. In The Palgrave handbook of heterogeneity among family firms (pp. 531-553). Palgrave Macmillan, Cham.

LeBaron, C., Jarzabkowski, P., Pratt, M. G., & Fetzer, G. (2018). An Introduction to Video Methods in Organizational Research. Organizational Research Methods, 21(2), 239–260.

Le Breton–Miller, I., & Miller, D. (2006). Why do some family businesses out–compete? Governance, long–term orientations, and sustainable capability. Entrepreneurship theory and practice, 30(6), 731-746.

Le Breton-Miller, I., & Miller, D. (2014). Temporal considerations in the study of family firms: Reflections on “the study of organizational behaviour in family business”. European Journal of Work and Organizational Psychology, 23(5), 669-673.

Löhde, A. S. K., & Calabrò, A. (2019). Understanding family firms' entry mode choices when going to China and India: An international opportunity identification-based approach. In The Palgrave handbook of heterogeneity among family firms (pp. 847-872). Palgrave Macmillan, Cham.

Marler, L. E., Barnett, T., & Vardaman, J. M. (2019). Justice in the family firm: An integrative review and future research agenda. The Palgrave handbook of heterogeneity among family firms, 589-613.

Marshall, J. P., Sorenson, R., Brigham, K., Wieling, E., Reifman, A., & Wampler, R. S. (2006). The paradox for the family firm CEO: Owner age relationship to succession-related processes and plans. Journal of business venturing, 21(3), 348-368.

Masulis, R. W., Pham, P. K. and Zein, J. (2011), "Family business groups around the world: Financing advantages, control motivations and organizational choices", Review of Financial Studies, Vol. 24 No. 11, pp. 3556–3600.

Meier, O., & Schier, G. (2016). The early succession stage of a family firm: Exploring the role of agency rationales and stewardship attitudes. Family Business Review, 29(3), 256-277.

Memili, E., & Dibrell, C. (Eds.). (2019). The Palgrave handbook of heterogeneity among family firms. Cham: Palgrave Macmillan.

Meyer, R. E., Höllerer, M. A., Jancsary, D., & van Leeuwen, T. (2013). The visual dimension in organizing, organization, and organization research. Academy of Management Annals, 7, 487-553.

Michael-Tsabari, N., & Weiss, D. (2015). Communication traps: Applying game theory to succession in family firms. Family Business Review, 28(1), 26-40.

Michiels, A., Voordeckers, W., Lybaert, N., & Steijvers, T. (2015). Dividends and family governance practices in private family firms. Small Business Economics, 44(2), 299-314.

Miko-Schefzig, K., Learmonth, M., & McMurray, R. (2020). A different way of looking at things: The role of social science film in organisation studies. Organization. https://doi.org/10.1177/1350508420961526.

Miller, D., & Le Breton-Miller, I. (2006). Family governance and firm performance: Agency, stewardship, and capabilities. Family business review, 19(1), 73-87.

Miller, D., Le Breton-Miller, I., & Lester, R. H. (2011). Family and lone founder ownership and strategic behaviour: Social context, identity, and institutional logics. Journal of management studies, 48(1), 1-25.

Miller, D., Minichilli, A., & Corbetta, G. (2013). Is family leadership always beneficial? Strategic Management Journal, 34(5), 553-571.

Miroshnychenko, I., De Massis, A., Miller, D., & Barontini, R. (2021). Family business growth around the world. Entrepreneurship Theory and Practice, 45(4), 682-708.

Mitchell, R. K., Morse, E. A., & Sharma, P. (2003). The transacting cognitions of nonfamily employees in the family businesses setting. Journal of Business Venturing, 18(4), 533-551.

Moores, K., & Mula, J. (2000). The salience of market, bureaucratic, and clan controls in the management of family firm transitions: Some tentative Australian evidence. Family Business Review, 13(2), 91-106.

Moores, K., Parris, D. L., Newbert, S. L., & Craig, J. B. (2019). All the same but different: Understanding family enterprise heterogeneity. In The Palgrave handbook of heterogeneity among family firms (pp. 557-587). Palgrave Macmillan, Cham.

Morck, R., & Yeung, B. (2003). Agency problems in large family business groups. Entrepreneurship theory and practice, 27(4), 367-382.

Morgan, T. J., & Gomez-Mejia, L. R. (2014). Hooked on a feeling: The affective component of socioemotional wealth in family firms. Journal of Family Business Strategy, 5(3), 280-288.

Morris, M. H., Williams, R. O., Allen, J. A., & Avila, R. A. (1997). Correlates of success in family business transitions. Journal of business venturing, 12(5), 385-401.

Morris, M. H., Williams, R. W., & Nel, D. (1996). Factors influencing family business succession. International journal of entrepreneurial behavior & research, 2(3), 68-81.

Munir, K., Ansari, S., & Brown, D. (2021). From Patañjali to the “Gospel of Sweat”: Yoga’s Remarkable Transformation from a Sacred Movement into a Thriving Global Market. Administrative Science Quarterly, 66(3), 854-899.

Myers, S. (1977). “The Determinants of Borrowing,” Journal of Financial Economics 5, 147–175.

Nazer, J. R., & Llorca-Jaña, M. (2020). Succession in large nineteenth-century Chilean family businesses. Business History, 1-26.

Neff, J. E. (2015). Shared vision promotes family firm performance. Frontiers in psychology, 6, 646.

Neubauer, F., & Lank, A. (1998). The family business: Its governance for sustainability, London: Macnillan.

Neumann, John von and Morgenstern, Oskar, Theory of Games and Economic Behavior. Princeton, NJ. Princeton University Press, 1953.

Nicholson, N. (2008). Evolutionary psychology, organizational culture, and the family firm. Academy of Management Perspectives, 22(2), 73-84.

Nicholson, N., & Björnberg, Å. (2004). Evolutionarypsychology and the family firm: structure, cultureand performance. In S. Tomaselli & L. Melin (Eds.), Family firms in the wind of change. Lausanne:Research Forum Proceedings, IFERA.

Nordqvist, M., & Gartner, W. B. (2020). Literature, fiction, and the family business.

Nordqvist, M., Sharma, P., & Chirico, F. (2014). Family firm heterogeneity and governance: A configuration approach. Journal of Small Business Management, 52(2), 192-209.

Nunnally, J. C. (1978). Psychometric theory (2nd ed.). New York: McGraw-Hill.

O’Reilly, C., Caldwell, D., & Barnett, W. (1989). Work group demography, social integration and turnover. Administrative Science Quarterly, 34, 21-37.

Olson, D. H., & Gorall, D. M. (2003). Circumplex model of marital and family systems. In F. Walsh (Ed.), Normal family processes: Growing diversity and complexity (3rd ed.pp. 514–548). Guilford Press.

Olson, P. D., Zuiker, V. S., Danes, S. M., Stafford, K., Heck, R. K., & Duncan, K. A. (2003). The impact of the family and the business on family business sustainability. Journal of business venturing, 18(5), 639-666.

Pardo-del-Val, M. (2009). Succession in family firms from a multistaged perspective. International Entrepreneurship and Management Journal, 5(2), 165-179.

Park, S., Mathieu, J. E., & Grosser, T. J. (2020). A network conceptualization of team conflict. Academy of Management Review, 45(2), 352-375.

Parsons, T. (1943). The kinship system of the contemporary United States. American Anthropologist, 45 (1): 22–38.

Pearson, A. W., Bergiel, E., & Barnett, T. (2014). Expanding the study of organizational behaviour in family business: Adapting team theory to explore family firms. European Journal of Work and Organizational Psychology, 23(5), 657-664.

Perrow, C., 1986. Economic theories of organization. Theory & Society 15, 11–45.

Petriglieri, G., & Stein, M. (2012). The unwanted self: Projective identification in leaders' identity work. Organization Studies, 33(9), 1217-1235.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. Journal of management, 12(4), 531-544.

Pongelli, C., Sciascia, S., & Minola, T. (2019). Do we really want to cut out the deadwood? Family-centered noneconomic goals, restructuring aversion, and escalation of commitment. In The Palgrave handbook of heterogeneity among family firms (pp. 485-505). Palgrave Macmillan, Cham.

Ponomareva, Y., Nordqvist, M., & Umans, T. (2019). Family firm identities and firm outcomes: A corporate governance bundles perspective. In The Palgrave handbook of heterogeneity among family firms (pp. 89-114). Palgrave Macmillan, Cham.

Pratt, M. G., Kaplan, S., & Whittington, R. (2020). Editorial essay: The tumult over transparency: Decoupling transparency from replication in establishing trustworthy qualitative research. Administrative Science Quarterly, 65(1), 1-19.

Priem, R. L., & Price, K. H. (1991). Process and outcome expectations for the dialectical inquiry, devil's advocacy, and consensus techniques of strategic decision making. Group & Organization Studies, 16(2), 206-225.

Prigge, S., & Thiele, F. K. (2019). Corporate governance codes: How to deal with the bright and dark sides of family influence. In The Palgrave handbook of heterogeneity among family firms (pp. 297-331). Palgrave Macmillan, Cham.

Prügl, R. (2019). Capturing the heterogeneity of family firms: Reviewing scales to directly measure socioemotional wealth. In The Palgrave handbook of heterogeneity among family firms (pp. 461-484). Palgrave Macmillan, Cham.

Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. Academy of Management journal, 26(2), 368-376.

Ramírez-Solís, E. R., Baños-Monroy, V. I., & Rodríguez-Aceves, L. (2019). Could nosy family members be a competitive advantage? Familiness and performance in Mexican family firms. In The Palgrave handbook of heterogeneity among family firms (pp. 933-960). Palgrave Macmillan, Cham.

Ruekert, R. W., & Walker Jr, O. C. (1987). Interactions between marketing and R&D departments in implementing different business strategies. Strategic Management Journal, 8(3), 233-248.

Rousseau, M. B., Kellermanns, F., Zellweger, T., & Beck, T. E. (2018). Relationship conflict, family name congruence, and socioemotional wealth in family firms. Family Business Review, 31(4), 397-416.

Rose-Ackerman, S., 1975. The economics of corruption. Journal of Public Economics 4 (2), 187–203.

Ross, S. A. (1973). The economic theory of agency: The principal's problem. The American economic review, 63(2), 134-139.

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.

Salvato, C., & Rerup, C. (2018). Routine regulation: Balancing conflicting goals in organizational routines. Administrative Science Quarterly, 63(1), 170-209.

Samara, G., Jamali, D., & Lapeira, M. (2019). Why and how should SHE make her way into the family business boardroom?. Business Horizons, 62(1), 105-115.

Satterthwaite, F. E. (1946). An approximate distribution of estimates of variance components. Biometrics bulletin, 2(6), 110-114.

Schjoedt, L., Monsen, E., Pearson, A., Barnett, T., & Chrisman, J. J. (2013). New venture and family business teams: Understanding team formation, composition, behaviors, and performance. Entrepreneurship Theory and Practice, 37(1), 1-15.

Scholes, L., Mustafa, M., & Chen, S. (2016). Internationalization of small family firms: The influence of family from a socioemotional wealth perspective. Thunderbird International Business Review, 58(2), 131-146.

Schmidts, T. (2013). Social identity theory and the family business: A contribution to understanding family business dynamics. Small Enterprise Research, 20(2), 76-86.

Schwartz, B. (1990). The creation and destruction of value. American Psychologist, 45(1), 7.

Sciascia, S., Mazzola, P., & Chirico, F. (2013). Generational involvement in the top management team of family firms: Exploring nonlinear effects on entrepreneurial orientation. Entrepreneurship theory and practice, 37(1), 69-85.

Seaman, C., Bent, R., & Silva, M. (2019). Family values: Influencers in the development of financial and non-financial dynamics in family firms. In The Palgrave handbook of heterogeneity among family firms (pp. 507-530). Palgrave Macmillan, Cham.

Seashore, S. E. (1954). Group cohesiveness in the industrial work group. Ann Arbor: University of Michigan Press.

Shah, P. P., & Jehn, K. A. (1993). Do friends perform better than acquaintances? The interaction of friendship, conflict, and task. Group decision and negotiation, 2(2), 149-165.

Shah, P. P., Peterson, R. S., Jones, S. L., & Ferguson, A. J. (2021). Things are not always what they seem: the origins and evolution of intragroup conflict. Administrative Science Quarterly, 66(2), 426-474.

Shanker, M. C., Astrachan, J. H. (1996). Myths and realities: Family businesses’ contribution to the U.S. economy—A framework for assessing family business statistics. Family Business Review, 9(2), 107-123.

Sharma, P., & Sharma, S. (2011). Drivers of proactive environmental strategy in family firms. Business Ethics Quarterly, 21(2), 309-334.

Sherlock, C., & Marshall, D. (2019). A literature review of family firm boards: An input-mediator-output-input perspective. In The Palgrave handbook of heterogeneity among family firms, 141-179. Palgrave Macmillan, Cham.

Simons, T. L., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust. Journal of applied psychology, 85(1), 102.

Smith, A., 1776. An Inquiry into the Nature and Causes of the Wealth of Nations. Strahan and Cadell, London.

Sonfield, M. C., & Lussier, R. N. (2009). Non-family-members in the family business management team: a multinational investigation. International entrepreneurship and management journal, 5(4), 395-415.

Songini, L., & Gnan, L. (2015). Family involvement and agency cost control mechanisms in family small and medium-sized enterprises. Journal of Small Business Management, 53(3), 748-779.

Sorenson, R. L. (1999). Conflict management strategies used by successful family businesses. Family business review, 12(4), 325-340.

Sorenson, R. L., & Bierman, L. (2009). Family capital, family business, and free enterprise. Family Business Review, 22(3), 193-195.

Spriggs, M., Yu, A., Deeds, D., & Sorenson, R. L. (2013). Too many cooks in the kitchen: Innovative capacity, collaborative network orientation, and performance in small family businesses. Family Business Review, 26(1), 32-50.

Sreih, J. F., Lussier, R. N., & Sonfield, M. C. (2019). Differences in management styles, levels of profitability, and performance across generations, and the development of the family business success model. Journal of Organizational Change Management.

Stafford, K., Duncan, K. A., Dane, S., & Winter, M. (1999). A research model of sustainable family businesses. Family business review, 12(3), 197-208.

Steier, L. (2001). Family firms, plural forms of governance, and the evolving role of trust. Family Business Review, 14, pp. 353–368.

Stevens, R., Moray, N., Bruneel, J., & Clarysse, B. (2015). Attention allocation to multiple goals: The case of for-profit social enterprises. Strategic Management Journal, 36(7), 1006-1016.

Su, E., Holt, D. T., & Pollack, J. M. (2019). The Distribution of Family Firm Performance Heterogeneity: Understanding Power Law Distributions. In The Palgrave Handbook of Heterogeneity among Family Firms (pp. 407-429). Palgrave Macmillan, Cham.

Suddaby, R. (2006). From the editors: What grounded theory is not. Academy of Management Journal, 49(4), 633-642

Tabor, W., Madison, K., Daspit, J. J., & Holt, D. T. (2019). The heterogeneity of family firm ethical cultures: Current insights and future directions. The Palgrave handbook of heterogeneity among family firms, 615-642.

Tjosvold, D. (1991). Rights and responsibilities of dissent: Cooperative conflict. Employee Responsibilities and Rights Journal, 4(1), 13-23.

Tracy, S. J. (2010). Qualitative quality: Eight “big-tent” criteria for excellent qualitative research. Qualitative inquiry, 16(10), 837-851.

Valastro, Buddy (2010). Cake Boss: Stories and Recipes from Mia Famiglia. Atria Books / Simon & Schuster. ISBN 978-1-4391-8351-9.

Vallejo, M. C. (2009). Analytical model of leadership in family firms under transformational theoretical approach: An exploratory study. Family Business Review, 22(2), 136-150.

Van der Heyden, L., Blondel, C., & Carlock, R. S. (2005). Fair process: Striving for justice in family business. Family Business Review, 18(1), 1-21.

Van der Merwe, S. P., Venter, E., & Farrington, S. M. (2012). An assessment of selected family business values in small and medium-sized family businesses. South African Journal of Business Management, 43(4), 17-31.

Van Helvert-Beugels, J., Van Gils, A., & Huybrechts, J. (2019). Boards of advisors in family small-and medium-sized enterprises. In The Palgrave handbook of heterogeneity among family firms (pp. 181-199). Palgrave Macmillan, Cham.

Venter, E., Boshoff, C., & Maas, G. (2005). The influence of successor-related factors on the succession process in small and medium-sized family businesses. Family business review, 18(4), 283-303.

Villalonga, B., & Amit, R. (2006). How do family ownership, control and management affect firm value? Journal of financial Economics, 80(2), 385-417.

Westhead, P., & Howorth, C. (2007). 'Types' of private family firms: an exploratory conceptual and empirical analysis. Entrepreneurship and Regional Development, 19(5), 405-431.

Williams, R. I., Pieper, T. M., & Astrachan, J. H. (2019). Private family business goals: A concise review, goal relationships, and goal formation processes. In The palgrave handbook of heterogeneity among family firms, 377-405. Palgrave Macmillan, Cham.

Yin, R. (2013). Case study research. London, UK: Sage.

Zahra, S. A. (2012). Organizational learning and entrepreneurship in family firms: Exploring the moderating effect of ownership and cohesion. Small business economics, 38(1), 51-65.

Zahra, S. A., & Nielsen, A. P. (2002). Sources of capabilities, integration and technology commercialization. Strategic management journal, 23(5), 377-398.

Zattoni, A., Gnan, L., & Huse, M. (2015). Does family involvement influence firm performance? Exploring the mediating effects of board processes and tasks. Journal of Management, 41(4), 1214-1243.

Zellweger, T. (2017). Managing the family business: Theory and practice. Edward Elgar Publishing.

Zona, F. (2015). Board ownership and processes in family firms. Small Business Economics, 44(1), 105-122.

Zona, F. (2016). CEO leadership and board decision processes in family-controlled firms: comparing family and non-family CEOs. Small Business Economics, 47(3), 735-753.

Zundel, M., Holt, R., & Cornelissen, J. (2013). Institutional work in The Wire: An ethological investigation of flexibility in organizational adaptation. Journal of Management Inquiry, 22(1), 102-120.

Appendix

- *Relationship Conflict Cronbach Alpha*

Source: Personal Elaboration from Stata 17.

```
Test scale = mean(unstandardized items)

Average interitem covariance:        .3331
Number of items in the scale:            4
Scale reliability coefficient:      0.7925
```

- *Task Conflict Cronbach Alpha*

Source: Personal Elaboration from Stata 17.

```
Test scale = mean(unstandardized items)

Average interitem covariance:     .2703513
Number of items in the scale:            4
Scale reliability coefficient:      0.8151
```

- *Process Conflict Cronbach Alpha*

Source: Personal Elaboration from Stata 17.

```
Test scale = mean(unstandardized items)

Average interitem covariance:     .2604567
Number of items in the scale:            3
Scale reliability coefficient:      0.7169
```

- *Cohesion Cronbach Alpha*

Source: Personal Elaboration from Stata 17.

```
Test scale = mean(unstandardized items)

Average interitem covariance:     .3907357
Number of items in the scale:            4
Scale reliability coefficient:      0.8510
```

- *ANOVA Results for Relationship Conflict and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

FAM_INV	Summary of RELCONF Mean	Std. dev.	Freq.
0	1.6119403	.61662979	134
1	1.6083333	.71953178	60
2	1.55	.65270239	50
Total	1.5983607	.64832594	244

Analysis of variance

Source	SS	df	MS	F	Prob > F
Between groups	.147615407	2	.073807703	0.17	0.8401
Within groups	101.991729	241	.423202194		
Total	102.139344	243	.42032652		

Bartlett's equal-variances test: chi2(2) = 2.0070 Prob>chi2 = 0.367

- *Tukey Post Hoc Results for Relationship Conflict and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

Pairwise comparisons of means with equal variances

Over: FAM_INV

	Number of comparisons
FAM_INV	3

RELCONF	Contrast	Std. err.	Tukey t	P>|t|	Tukey [95% conf.	interval]
FAM_INV						
1 vs 0	-.003607	.1010524	-0.04	0.999	-.2419176	.2347036
2 vs 0	-.0619403	.1078066	-0.57	0.834	-.3161792	.1922986
2 vs 1	-.0583333	.1245689	-0.47	0.886	-.3521025	.2354359

- *ANOVA Results for Task Conflict and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

FAM_INV	Summary of TASCONF Mean	Std. dev.	Freq.
0	1.630597	.52091268	134
1	1.6583333	.58578982	60
2	1.715	.69987244	50
Total	1.6547131	.57591252	244

Analysis of variance

Source	SS	df	MS	F	Prob > F
Between groups	.260444346	2	.130222173	0.39	0.6770
Within groups	80.3366356	241	.333347036		
Total	80.5970799	243	.331675226		

Bartlett's equal-variances test: chi2(2) = 6.7542 Prob>chi2 = 0.034

- *Tukey Post Hoc Results for Task Conflict and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

Pairwise comparisons of means with equal variances

Over: FAM_INV

	Number of comparisons
FAM_INV	3

TASCONF	Contrast	Std. err.	Tukey t	Tukey P>|t|	Tukey [95% conf.	interval]
FAM_INV						
1 vs 0	.0277363	.0896853	0.31	0.949	-.1837673	.2392399
2 vs 0	.084403	.0956797	0.88	0.652	-.1412372	.3100431
2 vs 1	.0566667	.1105564	0.51	0.865	-.2040571	.3173904

- *ANOVA Results for Cohesion and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

FAM_INV	Summary of COHE Mean	Std. dev.	Freq.
0	4.4552239	.67085594	134
1	4.4333333	.70690701	60
2	4.38	.6705161	50
Total	4.4344262	.67761328	244

Source	Analysis of variance SS	df	MS	F	Prob > F
Between groups	.206143055	2	.103071528	0.22	0.8002
Within groups	111.369677	241	.462114841		
Total	111.57582	243	.459159752		

Bartlett's equal-variances test: chi2(2) = 0.2481 Prob>chi2 = 0.883

- *Tukey Post Hoc Results for Cohesion and Family Involvement*

Source: Personal Elaboration from Stata 17.

Notes: Group 0: non-family firms; Group 1: family firms with 100% family TMT involvement Group 2: family firms with lower than 100% family TMT involvement.

```
Pairwise comparisons of means with equal variances

Over: FAM_INV
```

	Number of comparisons
FAM_INV	3

COHE	Contrast	Std. err.	Tukey t	Tukey P>|t|	Tukey [95% conf.	interval]
FAM_INV						
1 vs 0	-.0218905	.1055961	-0.21	0.977	-.2709164	.2271353
2 vs 0	-.0752239	.112654	-0.67	0.782	-.3408942	.1904464
2 vs 1	-.0533333	.1301699	-0.41	0.912	-.3603113	.2536447

- *Example of Newspaper Article*

Source: Gathered from Nexis Uni®.

Source: (April 23, 2019 Tuesday). HOW SWEET IT IS! NEW EPISODES OF CAKE BOSS PREMIERE ON DISCOVERY FAMILY BEGINNING SATURDAY, MAY 18; Buddy Valastro and His Family Celebrate Season Nine with 30 New Episodes - Discovery, Inc.. FinancialWire. https://advance-lexis-com.ezproxy.unibg.it/api/document?collection=news&id=urn:contentItem:5VYB-5BB1-F0K1-N48K-00000-00&context=1516831.

HOW SWEET IT IS! NEW EPISODES OF CAKE BOSS PREMIERE ON DISCOVERY FAMILY BEGINNING SATURDAY, MAY 18; Buddy Valastro and His Family Celebrate Season Nine with 30 New Episodes - Discovery, Inc.

FinancialWire

April 23, 2019 Tuesday

Length: 571 words

Body

Miami, FL -- Buddy Valastro and the rest of the ***CAKE BOSS family are*** back in business on ***Discovery Family*** for a ninth season filled with ***new*** adventures and spectacular creations. Starting with back-to-back ***premiere episodes*** on Saturday, May 18 at 9/8c, Buddy, his ***family*** and the loyal customers of Carlo's Bakery in Hoboken, ***New*** Jersey will kick off a ***new*** season with even more outrageous and delicious ***cakes***. ***New episodes*** will also stream live and on demand on ***Discovery Family*** GO, the network's TV Everywhere app.

"The famiglia and I ***are*** back, baby! Season nine ***is*** easily one of our craziest with ***cakes*** and Carlo's Bakery shenanigans," said Valastro. "I'm so excited for ***Cake Boss*** to ***premiere*** on ***Discovery Family*** for all of our fans to enjoy on Saturday nights. We love the chance to bring a little bit of Hoboken in to everyone's homes!"

Buddy's imagination works in overdrive this season as the exciting ***cake*** ideas from his many consultations become a reality. Dedicated to his ongoing mission to achieve his late father's dream of making Carlo's Bakery a household name, fans will witness Buddy in some of his most surprising situations yet. This season, Buddy and his crew design some of the most wild creations to come out of the series including an epic fire-breathing dragon ***cake*** built with pyrotechnics, a drive-in movie theater ***cake*** complete with a built-in projector screen and even a beef jerky ***cake***! More than 50 years and thousands of customers later, Buddy and his team continue to find a way to embrace every ***new*** challenge and create ***sweets*** that ***are*** larger than life.

CAKE BOSS features Buddy Valastro and his Carlo's Bakery crew as they create amazing ***cakes*** of all shapes and sizes. ***Family*** always comes first, and Buddy's team includes his four sisters, two brothers-in-law and cousins. They along with expert bakers, decorators and sculptors ***are*** challenged each week to make the impossible both possible and edible. Together, they tackle mechanical ***cakes***, meaningful ***cakes***, meat ***cakes*** and everything in between. No matter what the challenge, the Valastros prove that when ***family*** works together anything and everything ***is*** possible!

CAKE BOSS is produced by High Noon Entertainment and Cakehouse Media for ***Discovery*** Networks International. Scott Feeley and Jim Berger ***are*** executive producers for High Noon Entertainment; and Buddy Valastro and Art Edwards ***are*** executive producers for Cakehouse Media. To learn more, go to *www.discoveryfamilychannel.com*, on Facebook at *www.facebook.com/DiscFamily* and on Twitter @DiscoveryFamily.

About ***Discovery Family***

The leading television destination for ***families*** in the United States, ***Discovery Family is*** available in more than 52 million U.S. homes and ***is*** a joint venture of ***Discovery*** Communications and Hasbro. ***Discovery Family is*** programmed with an inspirational mix of ***family***-friendly series and movies and

Allspark Animation's popular animation franchises, including MY LITTLE PONY: FRIENDSHIP ***IS*** MAGIC, LITTLEST PET SHOP and the Emmy-winning TRANSFORMERS RESCUE BOTS. ***Families*** can enjoy their favorite shows anytime, anywhere through ***Discovery Family*** GO - the network's TV Everywhere app offering live and on demand access to your favorite ***Discovery Family*** series and specials. For 2019-to-date, ***Discovery Family*** ranks as the #1 most co-viewed kid's network among Kids 2-11 watching with an Adult 18-49 in Total Day and Prime.

(Distributed by M2 Communications (www.m2.com))

Classification

Language: ENGLISH

Publication-Type: Newswire

Journal Code: INVESTREND

Subject: INTERNET SOCIAL NETWORKING (89%); ***FAMILY*** (78%); SCULPTURE (72%); FILM (69%); VISUAL ARTISTS (69%)

Company: FACEBOOK INC (50%); ***DISCOVERY*** COMMUNICATIONS INC (50%)

Ticker: FB (NASDAQ) (50%); DISCA (NASDAQ) (50%)

Industry: NAICS519130 INTERNET PUBLISHING & BROADCASTING & WEB SEARCH PORTALS (50%); NAICS515120 TELEVISION BROADCASTING (50%); SIC4833 TELEVISION BROADCASTING STATIONS (50%); BAKERIES (90%); INTERNET SOCIAL NETWORKING (89%); FIREWORKS (78%); TELEVISION INDUSTRY (75%); ***FAMILY*** TRAVEL (73%); SCULPTURE (72%); STREAMING MEDIA (70%); FILM (69%); VISUAL ARTISTS (69%)

Geographic: MIAMI, FL, USA (79%); ***NEW*** JERSEY, USA (77%); UNITED STATES (67%)

Load-Date: April 23, 2019

End of Document