

**FACTORS LEADING TO WORK PASSION FOR SUCCESSORS  
IN SMEs FAMILY BUSINESSES**

**Nattaporn Virunhagarun**

**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
Doctor of Philosophy (Human Resource and Organization Development)  
School of Human Resource Development  
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2016**

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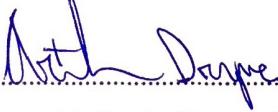
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March 2016

## ABSTRACT

<b>Title of Dissertation</b>	Factors Leading to Work Passion for Successors in SMEs Family Businesses
<b>Author</b>	Miss Nattaporn Virunhagarun
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In the face of intense competition and rapidly changing market requirements, business must confront economic uncertainty, environmental risk, social change and other volatile forces. To execute successfully in this difficult environment, company must embrace a new way of thinking, one that makes human capital the centerpiece of their business strategy. Dynamic change demands robust human capital that is fully engage and agile, aggressively developed and skillfully deployed. Previous research suggested that work passion energizes motivation and inspires individuals to persist through the trials and tribulations associated with accomplishing difficult tasks. Being passionate generates energy, determination underlying the persistent involvement that make individual fully dedicate to an activity.

The purpose of this research is to examine firstly, what is work passion for successors in SMEs family businesses and how it contributes to entrepreneurial success and secondly, uncover the factors that lead to work passion for successors in SMEs family businesses so as to understand where it comes from. This research employed both qualitative and quantitative methods to obtain richer and more complete explanation in understanding work passion for successors to strive for their family business.

To explain what is work passion for successors to strive for their family business, an insight interviews were employed involving 12 interviewees from 5

companies across different industries. To find factors leading to work passion, surveys employed involving 400 participants from both successors and other family business members. The participants were selected based on purposive and convenience sampling. The majority of participants were the successors that derived from Thai-Chinese Chamber of Commerce (TCCC) and from snowball sampling technique.

In finding the meaning of work passion for successors in SMEs family businesses, participants described their work passion variously, however, all seem to perceive work passion as an important element for their businesses' success. They viewed work passion as distinct feelings, which create powerful energy that enable them to take action in their ventures. The major themes that described work passion were presented in the aspect of affective (contentment, anxiety, excitement), cognitive (concentration on developing family business, concern for both family and business), and behavioral or intent (nurturing family business, peak performance, performance to prove ability, entrepreneurial action) dimensions. The findings suggested that work passion came from successors' internal force that provoked by the stimuli that they find it important. Then their logical cognitive component made an assessment involved opportunity evaluation and their venture growth so as to improve the whole organization. Passionate successors performed in a productive manner to create values and benefits to both family and business. Successors also showed their determinant and persistence performance in order to maintain and sustain their family legacy through time.

The results from quantitative part of the study set out to find factors leading to work passion for successors to strive for their family businesses. The quantitative part employed variable relationships, and also analyzed correlation and multivariate general linear model (GLM) analysis to address research question. There were significant, and partially significant results from the analysis. Meaningful work and task variety were significant to all components of work passion. Organization endorsement was the dimension that was most affected by eight independent variables (collaboration, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, and quality of relationship). While absorption and striving for

excellence was the dimension that was least affected by only four variables (performance expectation, meaningful work, feedback, and task variety).

The implications of this study were to provide guidelines with useful recommendations and best practices for the development and preparation of successors in SMEs family businesses. For future research, it is important to consider the limitations of this study such as data generalization and self-reported problem carefully.

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Nattaporn Virunhagarun

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## **ABBREVIATIONS**

<b>Abbreviations</b>	<b>Equivalence</b>
HROD	Human Resource and Organization Development
SMEs	Small and Medium Enterprises
TCCC	Thai Chinese Chamber of Commerce

# **CHAPTER 1**

## **INTRODUCTION**

This study focused on work passion for successors in SMEs family businesses. The objectives of this research were (1) to explore the meaning of work passion for successors in SMEs family businesses, and (2) to find the factors leading to work passion for successors in SMEs family businesses. This chapter outlined the background and context for this study. It presented the overarching objectives and the contributions that the program of research makes to the literature. It also provided an overview of the remaining chapters of this study. The following topics were presented:

- 1.1 Introduction
- 1.2 Rationale
- 1.3 Purpose of the Study
- 1.4 Research Question
- 1.5 Research Scope
- 1.6 Benefits of the Study
- 1.7 Operational Definition of Key Terms
- 1.8 Dissertation Outline
- 1.9 Chapter Summary

### **1.1 Introduction**

In the face of intense competition and rapidly changing market requirements, business must confront economic uncertainty, environmental risk, social change and other volatile forces. To execute successfully in this difficult environment, company must embrace a new way of thinking, one that makes human capital the centerpiece of their business strategy. Dynamic change demands robust human capital that is fully

engage and agile, aggressively developed and skillfully deployed. The fragile economy today is a continuous reminder that resources are constrained and even the richest firms face tough trade-offs in the pursuit of their survival. Human resource and organization development (HROD) professionals need to develop and effective applied strategy so as to recruit, develop, and retain qualified people. An emerging body of research indicated that passion play an important role in behavior across variety of disciplines (Murnieks, Mosakowski, and Cardon, 2012). Hatfield and Walster (1978) demonstrated that passion exerts powerful influences upon the romantic love. While Krapp (2002) focused on passion on personal interests, or the study of Nakamura and Csikszentmihalyi (2003) about commitment and over commitment. Moreover, previous scholarly studies also focused on passion on gambling (Ratelle, Vallerand, Mageau, Rousseau, and Provencher, 2004; Lafreniere, Vallerand, Donahue, and Lavigne, 2009; Wang & Chu, 2007), or personally salient activities (Rathunde and Csikszentmihalyi, 1993). Integrating research on passion in general, it could be seen that passion energizes motivation and inspires individuals to persist through the trials and tribulations associated with accomplishing difficult tasks (Murnieks, Mosakowski, and Cardon, 2012).

In the context of workplace, the study of passion is relatively scarce and yet the concept of it still needs to be explored. Normally when people talk about passion, they tend to mixed it with the concept of work engagement or commitment. In fact, work passion goes further than work engagement and commitment in that it encompasses both job commitment and organization commitment. It measures cognition, affect, and intention of individual (Zigarmi, Nimon, Houson, Witt, and Diehl, 2009a). Thus, it provides a clearer sense of how the individual intends to behave on behalf of the organization. Being passionate generates energy, determination underlying the persistent involvement that make individual fully dedicate to an activity. Individuals who are passionate with their work tend to show their persistent, positive emotional state of mind which result from the appraisal of various job and organizational situations that lead to a consistent, constructive work intentions and behaviors such as discretionary effort, long-term commitment to the organization, peak performance, low turnover, and altruism (Cardon, Wincent, Singh, and Drnovsek, 2009; Zigarmi et al., 2009a; Gorgievski and Bakker, 2010). Passion

can fuel motivation, enhance mental activity, and provide meaning to everyday work (Brännback, Carsrud, Elfving, and Krueger, 2006). Previous studies revealed that work passion could positively affect a number of outcomes, which is deemed important to positive organization citizenship behaviors such as flow, positive emotions, physical health, relationship, performance, and innovation.

Leader in organization would prefer people who are focused rather than indifferent, enthusiastic instead of apathetic (Perrewe, Hochwarter, Ferris, Mcallister, and Harris, 2013). Passion allows individuals to thrive and feel like life is worth living for. Understanding what work passion is and where it comes from is critical. This research aims to understand more about work passion and uncover the factors that stimulate work passion.

## 1.2 Rationale

### 1.2.1 Passion

An emerging body of research suggested that passion is a strong inclination toward certain activities and it plays an important role in behavior across variety of disciplines (Murnieks, Mosakowski, and Cardon, 2012). In general, passion often reserved for romance and artistic perspective. It has often been used to describe an adult romantic love. People are passionate about things, issues, causes and people. Despite of obstacles, passion generates determination energy that leads to persistent involvement and fully dedicate to an activity, thereby allowing individual to persist and eventually reach excellence. Passion is dualistic in nature. It can be either harmonious or obsessive and each lead to different experiences and effect (Vallerand, Blanchard, Mageau, Koestner, Ratelle Léonard, Gagné, and Marsolais, 2003).

Recently, the concept of work passion has gained attention from research communities and organization worldwide. The topic of interest revolves around what passion is, how passion works and how both individual and company can benefit from it. Typically, organizational researchers have been focused on the concept of employee engagement and organization commitment. Research on employee engagement tends to focus on the extent to which an individual is engaged or disengaged. Engagement is generally associated with either job commitment (e.g.

burnout, well-being) or organizational commitment (e.g. intent to stay, endorsement) but typically not associated with both (Zigarmi et al., 2009a). While work passion expand to a deeper explanation than engagement in that it encompasses both job commitment and organizational commitment.

Work passion measures cognition, affect, and intention of an individual. It is an individual's persistent, emotionally positive, meaning-based state of well-being which stemming from continuous, reoccurring cognitive and affective appraisals of various job and organizational situations and results in consistent, constructive work intentions and behaviors. The appraisal process is an ongoing, interactive process that allows individuals to assign significance and meaning to what is happening to them (Zigarmi et al., 2009a). Individuals use cognitive and affective component to their appraisal process. As a result, the individual forms perceptions and opinions and then intentions to act, which then lead to action or behavior.

The concept of passion for work suggests that people love to work and derive joy from investing in work-related activities (Shane, Locke, and Collins, 2003; Baum and Locke, 2004). Passion captures on an emotional aspect of people's approach to work (Frijda, Mesquita, Sonnemans, and Van Gouzen, 1991; Vallerand et al., 2003), it relates to cognition, in the sense that people who are passionate about work tend to engage in more intensive and systematic knowledge processing when task-related demands require it (Frederickson, 1998; Ho, Wong, and Lee, 2011). Passion has been said to increase entrepreneurs' dedication and commitment to their venture, their persistence in pursuing venture-related goals and activities, and their ability to get and stay engaged in their actions (Vallerand et al., 2003; Cardon, Wincent et al., 2009). Despite an obstacles, passion help entrepreneurs find creative solutions to problems (Cardon, Gregoire, and Stevens, 2009).

Passion causes the experience of flow, which is a psychological state under peak experience that people highly involved in an activity and experiences effortless concentration and completely control over the activity (Csikszentmihalyi, 1982, 1990; Schinidehutte, Morris, and Allen, 2006). Because of that, people who experience passion produces a positive affect associated with intense feeling of joy, fun, and happiness which result in a strong focus, singleness of purpose, self-renewal, and a deeper sense of meaning in life (Maslow, 1962; Yeagle, Privette, and Dunham, 1989;

Privette and Bundrick, 1991; Arnould & Price, 1993). As such, passion could produce high level of energy when engaging in an activity. Moreover, passion is an important fuel that allows people to engage in the activity for long hours over several years or sometimes a lifetime especially when times are rough and that eventually helps them attain high levels of performance (Vallerand, Salvy, Mageau, Elliot, Denis, Grouzet, and Blanchard, 2007).

Those with an entrepreneurial mindset choose a positive outlook, always expecting the best possible outcome for their business and dwelling on the optimistic aspects of a situation. Passion is a powerful force behind every entrepreneurial success story. Their passion for their business is a way of life for entrepreneurs and is infused in everything they do. The evidence of this is demonstrated in their commitment. The depth of the entrepreneur's passion determines the intensity of their commitment to their venture. These behaviors are all interwoven with one another and play a vital role in the success of an entrepreneur.

As this study focus on successors in family business whether they passionate in their work to strive for their own SMEs family business, the recent theoretical work surrounding work passion in general such as the study of Vallerand et al. (2003) as well as entrepreneurial passion in Cardon et al. (2009) were investigated. Integrated work passion and entrepreneurial passion together, this study defined work passion for successors to strive for family business as an intense positive feelings that represent as a motivational energy which resulting from successors engage in the activity that is salience and central to their self-identity and result in consistent, persistence, constructive works intentions and behaviors, to undertake a deeper investigation of the factors leading to work passion for successors in family business.

### **1.2.2 Factors Leading to Work Passion**

Passion is important in various aspects, thus understanding where it comes from is crucial. Several factors from extant research suggested the antecedents for those positive organizational behaviors involving factors for employee engagement, commitment, and satisfaction. Nonetheless, there are still quite a number of studies pertaining to factors leading to work passion especially in the context of family business. Previous literatures pointed out that the extent to individuals become

passionate to their work would determine through organizational, jobs, and relationship factors (Zigarmi, Nimon, Houson, Witt, and Diehl, 2009b; Zigarmi, Nimon, Houson, Witt, and Diehl, 2011). Those studies derived from employees' perspective, however, entrepreneurial literatures were discussed whether entrepreneurs are passionate for their venture they have created, or the role of being an entrepreneur (Bird, 1989; Baron and Hannan, 2002; Cardon, Zietsma, Saparito, Matherne, and Davis, 2005; Chen, Yao, and Kotha, 2009). While others have suggested that entrepreneurs may be passionate or at least experience positive emotions for particular opportunities they are pursuing, regardless of the venture involved (Branzei and Zietsma, 2003; Sundararajan and Peters, 2007).

Prior the understanding of what passion is and what passion does, one must begin with the question of passion for what (Cardon, Wincent et al., 2009). Previous literature suggested the source of entrepreneurial passion, for example, passion for product, service, or industry, passion for the people involved in the business, passion for the cause or social mission, and passion for competition. Several sources of passion were suggested and each of which were represent as a powerful driving force, leading to better outcomes for entrepreneurs, and their ventures (Cardon and Kirk, 2010). Interestingly, passion for people involved in the business might refer to various groups of people. Some say that they are passionately work to create the best experiences possible for customers. Others say that it was their employees who make them passionately wanting to create a workplace an employee could thrive in. But some other talk about their families and loving creating a business where they could work alongside their spouses, children, or other relatives.

Taken the profoundly subsystems of family and business together, family businesses showed their special nature from the influence of family on business (Leach, 2007; Hall and Nordqvist, 2008). Family dynamics are the interaction between family members as well as the varying relationships that can exist within a family. Every family has its own dynamic, which manifests in its own way. Family dynamics is not only influence the performance of business but also its growth, change and transitioning over time (Venter, Van der Merwe, and Farrington, 2012). In family business, interpersonal dynamics among family members have been identified as a critical factor for such multi-generational transfer type of business

(Farrington, Venter, and Boshoff, 2010). As the dynamics affect well-being of the family (Olson, Zuiker, Danes, Stafford, Heck and Duncan 2003), family business leader needs to ensure its business longevity and well-being of the family especially when encounter difficulties in the business. Therefore, family dynamics need to take into account when researching on family business.

As the subject of interest of this research are SMEs family business successors, the factors leading to work passion in this study were considered based on the appropriateness for successors in SMEs family business context and also the factors must be an internal factors of successors that enhance the possibility for successors to make a change. The factors leading to work passion in this study included collaboration, performance expectation, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, quality of relationship, and roles identity.

### **1.2.3 Family Business**

Family businesses are among the most important contributors to wealth and employment creation in most country in our world (Sharma, 1997; Tan and Fock, 2001; IFERA, 2003). In fact, family businesses are fast becoming the dominant form of the business around the world. Internationally, the overwhelming majority of these family businesses are small and medium enterprises (Gersick, Davis, McCollom Hampton, and Lansberg, 1997; Hume, 1999; Bjuggren and Sund, 2000). In Thailand, the proportion of family firms is about 70% of all business units (The Stock Exchange of Thailand, 2007). Due to the lack of research in family business arena, the figure of Thai small and medium sized family business is now unknown.

Family business is fundamentally different from other types of profit generating forms of enterprise. Indeed, it is the intersection between family members, family, and the business that is believed to represent the unique set of features that explain performance differences between family and nonfamily businesses (Habbershon, Williams, and MacMilan, 2003). Family business can be seen as major sources of technological innovations and economic progress, important creators of employment, incubators and financiers of new businesses (Zahra, 2005: 23), boosting not only the economic development of local communities (Zahra and Sharma, 2004:

331) but having a major impact on the growth of national economies as well. Family business creating value through product, process, and service innovations fuel growth leading to wealth (Zahra, Hayton and Salvato, 2004: 363). Given the undeniable economic importance of family business, it is important to generate research that will aid in determining predictors

of family business sustainability (Olson et al., 2003: 642).

Family members often play a critical role in the creation and survival of new ventures (Aldrich and Cliff, 2003; Astrachan, Zahra, and Sharma, 2003). The interpersonal dynamics within family business is not only influence the performance of its business but also its growth, change and transitioning over time (Venter, Van der Merwe, and Farrington, 2012). Healthy family relationships reinforce both positive family and business outcome. For example, family with high commitment, family who show their appreciation, family who communicate effectively, family who show respect to each other have a tendency to cope with crises and grow over time.

As the key characteristic of family business is to make a transition to the next generation, then successor has become an important person in making this transition continue. Successor commitment toward family business has been identified as a key desirable attribute of their successors. However, not all family members are equally qualified or competent to make a positive contribution to their firms. Perhaps the lack in competence is compensated by their dedication and commitment toward their firms (Aldrich and Langton, 1998). Committed family members are more likely to pursue a career in their family business, be cooperative in performing their role in the leadership transition, and be satisfied with the succession process (Handler, 1989; Sharma, 1997; Dyck, Mauws, Starke, and Mischke, 2002).

Nonetheless, to the best of my knowledge, there has not been any research focusing on work passion for successors in family business. Previous research on work passion has been revolved around employee and entrepreneur passion but not specifically on the context of family business, for example, the studies of Perttula, (2004), Cardon et al. (2005), Cardon (2008), and Zigarmi et al. (2009a). While family business literatures were focused succession in family firm by finding the important factors affecting the transition and seeking out an effective transition practice, for example, the studies of Matthews, Moore, and Fialko (1999) and Massis, Chua, and

Chrisman (2008), or the study of Miller, Steier, and Le Breton-Miller(2003) about change and failure in succession, or the study of Ampol Navavongsathian, (2010) on finding the factors affecting growth of the family business in Thai Stock Exchange. The preparation level of heirs, such as, successor motivation to join the firm in the study of Jiratdatch Laorsthainkul (2011) and Sharma and Irving (2005) or the relationship among family members in the study of Lansberg, and Astrachan (1994) were focused as a popular topic being studies. Therefore, this study aims to provide an understanding of work passion, uncover the factors stimulating passion so as to gain more insight into how this motivational force might emerge and develop, and investigate the relationship of work passion and family business performance.

### **1.3 Purpose of the Study**

In study work passion for successors in family business, researcher mainly relies on these objectives: (1) exploring the meaning of work passion for successors in SMEs family businesses, and (2) finding the factors leading to work passion for successors in SMEs family businesses.

The research aims to examine firstly, what is work passion for successors in SMEs family business and how it contributes to entrepreneurial success and secondly, uncover the factors that lead to work passion so as to understand where it comes from and whether or not it can be sustained over time.

### **1.4 Research Questions**

In light of the preceding discussion, the present study addressed the following research questions:

- RQ1: What is work passion for successors to strive for their SMEs family businesses?
- RQ2: What are the factors that lead to work passion for successors in SMEs family businesses?

## **1.5 Research Scope**

This research explored work passion for successors in family business. The study also found its leading factors to work passion. To achieve this, a qualitative study (Part 1) was undertaken to answer research question 1; what is work passion for successors to strive for their SMEs family businesses by using face-to-face interview. In the quantitative study (Part 2), it was undertaken to answer research question 2; what are the factors that lead to work passion for successors in SMEs family businesses by using survey. The survey consisted of 3 sections. The first section aimed to measure passion by using passion scale adapted from Dumrongsanti and Boonsathorn (2010). The second section was to explore factors leading to work passion, guided by Zigarmi, Houson, and Witt (2009) combined with items developed by Cardon, Gregoire, Stevens, and Patel (2013). The third section required participants' demographic information.

## **1.6 Benefits of the study**

The research findings were potentially of theoretic and practical usefulness. This research contributed to the discussion on entrepreneurial passion, resilience, obsession and the nexus between entrepreneurial action and entrepreneurial success specifically in family business context. The theoretical and practical applications of the research were as follow:

- 1) Contributed to the understanding of work passion for successors in SMEs family businesses context.
- 2) Contributed to the understanding of factors that lead to work passion for successors in SMEs family businesses.

## **1.7 Operational definition of key terms**

This section was provided definitions, abbreviation of terms used in this study.

Work passion – an intense positive feeling that represent as a motivational energy resulting from successors engages in activity that is salience and central to their self-identity (Cardon, Wincent et al., 2009; Zigarmi et al., 2009a).

Organizational factor - a factor that influenced by the organization's senior leadership, policies, procedures, and organizational systems (Zigarmi et al., 2009a; Zigarmi et al., 2009b).

Job factor - a factor that influenced by aspects of the job, colleagues, or leader (Zigarmi et al., 2009a; Zigarmi et al., 2009b).

Relationship and family factor - a factor that influenced by an individual's perception of organizational factors, job factors (Zigarmi et al., 2009a; Zigarmi et al., 2009b) and also relationship with stakeholders in the family business.

Role factor - an expected behavior of an individual who occupies a given social position or status in a group or organization (Zigarmi et al., 2009a; Zigarmi et al., 2009b).

Family business – a business that has an ownership control by two or more members of a family or a partnership of families, strategic influences by family members on the management of the firm, concern for family relationships, and intent to continue business across generation (Poza, 2010).

Successor - a family business member who related by blood or by law that could assume managerial control of a family business when the incumbent steps down without judgment about willingness, ability, training, or resource (De Massis, Chua, and Chrisman, 2008). He/she must be played a role in the family business, be delegated control responsibilities, and be integrated with the position that he/she will be given so he/she can easily become familiar with the business and will have good understanding about it.

Firm performance – an organizational effectiveness that covers operational and financial outcomes. An adapted survey by Spriggs et al. (2012) is used to measure firm performance. It is the comparisons in relation to targets and past performance indicate the efficiency and evolution of the company concerning growth, profitability, and market value.

## 1.8 Dissertation Outline

This dissertation would be organized into six chapters. Chapter one, the Introduction, provided an overview of the components of the proposed study. This included the background information and a summary of existing research on the topic of interest. The purpose of the study, the statement of the problem, the research questions addressed, and the significance of the results would be outlined.

Chapter two, the Literature Review, would be organized into four broad categories which included an analysis of published information relevant to (a) work passion, (b) factors leading to work passion, and (c) entrepreneurship and family business. Collectively, this information helped in providing the necessary context from which the study had been conceptualized. A review of relevant literature in each of these broad categories had been critically analyzed to permit inclusion of the information related to the study.

Chapter three, the Research Methodology, would be depicted in detail concerning the methods and procedures for utilizing this study. This chapter outlined the research design and provided an overview of how the qualitative and quantitative studies built upon each other to ultimately answer research questions. A detailed description addressing sampling procedures, participant selection, data collection, and analysis procedures, as well as issues related to reliability, validity, and trustworthiness of findings had been specified.

Chapter four would be dedicated to present qualitative data analysis and results. Analysis of the data collected would be described having used the interview protocol as the method of inquiry. The findings of the collected data would be transcribed in an effort to learn about participants' perceptions and experiences as they related to the topic of interest. Particular attention was given to a discussion of the findings in an effort to establish the trustworthiness of conclusions.

Chapter five would be dedicated to present quantitative data analysis and results. This chapter will use statistical tools in assessing the relationship between factors. Multiple correlation and multivariate general linear model (GLM) would be employed. Data derive from questionnaires would be processed by using statistical

package for social sciences (SPSS). Validity and reliability of research instruments would also be assessed.

Chapter six, the final chapter, would be dedicated to discussion and conclusions as they pertained to the results of the research. A summary of the purpose of the study, procedures and methods, results and conclusions, and the significance of the study would be offered. Attention is giving to addressing the implications of this research for relevant audiences, as well as providing suggestions for future research on the topic of interest in this study.

## **1.9 Chapter Summary**

This chapter introduced the theoretical underpinnings of the research undertaken to examine work passion in the experience of successor in family business. Specifically, the structure of the research had been scoped out and the format of the dissertation described. The background to the research had been laid out the linkages between the work passion of the successors in family business and its important implications. From this, the research problem had been articulated, the research issues clarified, and the research justified. The gaps in the literature addressed by this research were described, and the methodology adopted had been briefly described before an outline of each chapter was provided. Key definitions and terms were listed within this section. The next chapter was the literature review from which the constructs and theories explored.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This review constituted an analysis of the literature pertinent to the research problem, which was to (1) exploring the meaning of work passion for successors in SMEs family businesses, and (2) finding the factors leading to work for successors in SMEs family businesses. Related concepts, theories and research had been examined and outlined as follow;

- 2.1 Theories and Concepts of Work Passion for Successors in SMEs Family Businesses
- 2.2 Factors Leading to Work Passion for Successors in SMEs Family Businesses
- 2.3 Entrepreneurship and Family Business
- 2.4 Chapter Summary

#### **2.1 Theories and Concepts of Work Passion for Successors in SMEs Family Businesses**

In the era of economic downturn and limited resources, human resource and organization development (HROD) professionals need to increase an effective applied strategy so as to recruit, foster, and retain qualified people. Research on employee engagement and employee commitment captured a great deal of interest from HROD scholars but not much on the study of work passion. A lack of study in work passion urged the present research to provide a more theoretically supported constructs to benefit the HROD field.

Nowadays, the concept of work passion has gained attention from the research community as a field of scholarly study as well as practical application worldwide.

Previously, most empirical studies were focused on a variety of disciplines pertinent to passion. Hatfield and Walster (1978) demonstrated that passion exerts powerful influences upon the romantic love. While Krapp (2002) focused on passion on personal interests, or the study of Nakamura and Csikszentmihalyi (2003) about commitment and over commitment. Moreover, previous scholarly studies also focused on passion on gambling (Ratelle, Vallerand, Mageau, Rousseau, and Provencher, 2004; Lafreniere, Vallerand, Donahue, and Lavigne, 2009; Wang & Chu, 2007), or personally salient activities (Rathunde and Csikszentmihalyi, 1993). Those interests concerned with non-work activities.

Recently, the concept of passion toward an activity has shifted to a work related context especially passion pertaining to an employee in the organization. Passion towards work has been studied focusing on the extent to individuals being passionate about their job or work (Perttula, 2004; Zigarmi et al., 2009a) and their organization, and how companies can benefit from having passionate employees (Moses, 2001; Boyatzis, McKee, and Goleman, 2002). Individuals who are passionate with their work tend to show their persistent, positive emotional state of mind which result from the appraisal of various job and organizational situations that lead to a consistent, constructive work intentions and behaviors such as discretionary effort, long-term commitment to the organization, peak performance, low turnover, and altruism (Cardon et al., 2009; Zigarmi et al., 2009a; Gorgievski and Bakker, 2010).

Scholars did not limit their scope on passionate employees but rather expand it to an entrepreneurship field (e.g. Cardon et al., 2005; Cardon, 2008). Passion in entrepreneur energizes motivation and inspires individuals to persist through the trials and tribulations associated with accomplishing difficult tasks (Murnieks et al., 2012). Entrepreneurial passion inspires entrepreneurial action and relates to positive affective experiences that entrepreneur find it meaningful and central to the self-identity of an individual (Cardon, Wincent et al., 2009). Cardon and Kirk (2010) supported that passion could be a powerful driving force for entrepreneur. It leads both entrepreneurs and their ventures to better outcomes. The evidence of entrepreneurial passion can displayed through a creative problem solving technique by producing a novel and useful ideas to various situations, or, being persistent by showing a

discretionary effort despite failures, or, fully concentrated on tasks so as to achieve their goals.

Despite the different focus on the subject being study; employee and entrepreneur, the common themes the studies share are an engagement toward an activity, an emotional component attached to the activity, and a level of value toward the activity (Forest, Mageau, Sarrazin, and Morin, 2011) that passionate people possess. In this study, we started from the recent theoretical work surrounding passion in general as well as work passion, entrepreneurial passion and the importance of passion to understand passion and the mechanism behind its concepts.

### **2.1.1 General Passion**

The root of word “Passion” came from Latin word “passio” which means suffering (Vallerand and Houlfort, 2003). Passion often used to explain one’s deep feeling or emotion toward an activity, an object, or a person which result in a form of behavior as a reflection of one’s inner feeling (Wasita Boonsathorn, 2013b) . In general, passion often reserved for romance and artistic perspective. It has often been used to describe an adult romantic love that consists of motivational and other source of arousal including not only sexual arousal but also needs for self-esteem, affiliation, dominance or submission, and self-actualization (Acker and Davis, 1992). Passion usually considered as a hot component, in that it usually includes an intense feeling of an individual (Acker and Davis, 1992).

Apart from romantic passion, passionate people display an engagement toward an activity that is highly valued and meaningful to the individual. The passionate activity becomes so self-defining that it represents a key feature of the individual’s identity, for example, a passionate music player or poet. On the other hand, scholars (Lagache, 1936; Spinoza, 1953) have argued that passions can lead to negative outcomes when people lose control over their activity engagement. For example, gamblers loses control over the activity of gambling such that they no longer willing to chooses to gamble but, rather, cannot control their need to do so (Ratelle et al., 2004). Moreover, negative outcome of passion can be seen when people addicted to their exercise to the extent that they neglect other life domains (Rudy and Estock, 1990) and experience signs of depression when they do not engage in that activity.

Distinctively, two position of passion have emerged, and in general, passion seems to associate with a loss of reason and control. Spinoza (1953) proposed that acceptable thoughts originated from reason whereas unacceptable thoughts derived from passion. According to this perspective, individuals with passion are seen as passive, as slaves to their passion. Their passion controls them. Whereas a more positive perspective portrays people as more active in relation to their passion. For instance, Descartes (1649) defined passions as strong emotions with inherent behavioral tendencies that can be positive as long as reason underlies the behavior.

People are passionate about things, issues, causes and people. Being passionate generates energy, determination underlying such persistent involvement that leads individuals to fully dedicate to an activity, thereby allowing them to persist, even in the face of obstacles, and to eventually reach excellence. By acting as a powerful source of energy and motivation, the topic of passion has become interested in the field of work and organization. Thus, scholars are now increasing their interest in how passion works, and, how both individual and company can benefit from it.

### **2.1.2 Work Passion**

Applying passion to the work context seems to contribute the general positive organizational scholarship (Cameron, Dutton, and Quinn, 2003). Consequently, passion has become desirable component that most organization thrives for.

#### **2.1.2.1 Definition of work passion**

Vallerand et al. (2003) defined passion as a strong inclination toward an activity that people like or find it important. People will spend large amount of their time and effort in order to reach their high important goals with emotionally important outcomes (Frijda et al., 1991). Jones and Robinson (2009), Love and Cugnon (2009) along with Philippe, Vallerand, Houlfort, Lavigne, and Donahue, (2010) coincided with the definition of passion that it is an emotion or a strong desire that one has for certain activities. In addition, passion is “a driver, a motivation force emanating from strength of emotion” (Day, 2004: 427). To provide a clear definition of work passion, Zigarmi et al. (2009b) defined it as an individual’s persistent, emotionally positive, meaning-based state of well-being stemming from continuous, reoccurring cognitive

and affective appraisals of various job and organizational situations, which results in consistent, constructive work intentions and behaviors.

Work passion occurs as a process that an individual goes through in deciding to engage and commit in a specific behavior. Zigarmi et al. (2009a) provided psychological concepts that help clarify how individuals form opinions so that passion occurs. Normally, people are meaning-oriented and meaning creating, they are constantly evaluating the environment from the standpoint of their own well-being and reacting rationally (cognition) and emotionally (affect) to those evaluations (Zigarmi et al., 2009a). The cognition and affect happen almost the same time and go repeatedly so as to individual making sense of the situation. Then, individual started to arrive at the conclusion of what is happening to them, what is means to them, how it will affect them, how they feel about it, what they intend to do, and what they actually do (Zigarmi et al., 2009a). All the process was filtered through the lens of who they are.

Though, work passion is considered to contribute positive organizational role behaviors such as discretionary effort, altruism, and peak performance. It can makes employee engaged and has a sense of energetic and effective connection with work activities. On the contrary, work passion can intrude individual because an individual may be obsess by the activity they are engaged. In this case, the activity controls over the person as the activity takes disproportionate space in the person's identity and cause conflicts with other life domains (Gorgievski and Bakker, 2010).

#### 2.1.2.2 Types of passion

Passion is dualistic in nature; it is either harmonious or obsessive, and each leads to different experiences and effect (Vallerand et al., 2003). Harmonious passion refers to an internal force leading one to choose to engage in the activity and that activity remains in a person's control, is proposed to be associated with positive consequences. This type of passion results from an autonomous internalization of the activity into the person's identity (Deci and Ryan, 2000; Vallerand et al., 2003). While obsessive passion refers to an internal pressure forcing one to engage in an activity and that activity is controlled over a person, is posited to be associated with negative consequences. This type of passion results from a controlled internalization

of the activity into one's identity (Vallerand et al., 2003). Conceptually, passion can be distinguished by how the passionate activity is internalized into the identity of an individual.

### 1) Harmonious passion

Harmonious passion is hypothesized from an autonomous internalization of behavioral regulations (Mageau, Vallerand, Charest, Salvy, Lacaille, Bouffard, and Koestner, 2009). This type of internalization produces a strong, but controllable, desire to engage in the activity. It engenders a sense of volition and personal endorsement about pursuing the activity (Mageau et al., 2009). Accordingly, the activity integrates with all other areas of the individual's life, it occupies a significant but not overpowering space in the person's identity, and the individual can choose to engage or disengage from the passionate activity at will. The individual remains in control of the passionate activity and as a consequence can engage fully in the activity, experiencing positive outcomes both during and after task engagement. When prevented from engaging in the passionate activity, the harmoniously passionate individual should be able to focus on other areas of their life. When conflict arises between the passionate activity and other activities, the harmoniously passionate individual should be able to successfully disengage from the passionate activity to concentrate on the other. Behavioral engagement in the passionate activity is flexible and it is this that characteristic of harmonious passion in particular that contributes to adaptive outcomes for the individual.

### 2) Obsessive passion

Obsessive passion is hypothesized from a controlled internalization of the passionate activity into the identity of the individual but outside the individual's integrating self, leading to a rigid form and conflicted form of persistence with the activity (Sheldon and Kasser, 1995). This occurs because the activity is associated with inter- or intra- personal pressure to perform it (Amiot, Vallerand, and Blanchard, 2006). That is, the activity comes with contingencies attached to it, such as feelings of social acceptance or self-esteem, or uncontrollable feelings of excitement from doing the activity (Deci and Ryan, 2002).

Not only is the activity internalized into the individual's identity, but so too are the values and regulations associated with that activity. This

leads to rigid persistence towards the activity and a lack of volition during activity engagement. Thus, the passionate activity is not under the control of the individual, and they may describe themselves as being controlled by the activity, or as having to do the activity. Individuals with an obsessive passion feel an uncontrollable urge to engage in the activity. They feel compelled to do it (Vallerand et al., 2003).

However, in so doing they experience conflict with other areas of their lives that gives rise to negative affective, cognitive, and behavioral consequences. Obsessively passionate individuals may experience frustration and rumination when they cannot engage in the activity. But they may persist in it to the detriment of themselves and may have sub optimal outcomes because of the lack of flexibility that obsessive passion entails (Vallerand et al. 2003; Vallerand 2008).

For both harmonious and obsessive passion, empirical research studies by Vallerand and colleagues since 2000 have consistently demonstrated positive correlations between harmonious passion and adaptive outcomes, and obsessive passion and less adaptive outcomes (Vallerand, 2008). Obsessive passion entails a relative lack of control over the passionate activity and rigid persistence with the activity even in the face of important personal costs (Vallerand, Mageau, Elliot, Dumais, Demers, and Rousseau, 2008). Obsessive passion may also give rise to positive outcomes, since it promotes persistence and long-term commitment to the activity (Vallerand et al., 2003), and may facilitate psychological adjustment in competitive environment and not facilitate it in less competitive one (Amiot et al., 2006). However, it is suggested that obsessive passion is not an optimal motivational foundation because it evokes detrimental as well as beneficial processes (Vallerand et al., 2007).

On the other hand, harmonious passion facilitates concentration, flow and positive emotions and affect during activity engagement (Vallerand et al., 2003; Vallerand, Rousseau, Grouzet, Dumais, Grenier, and Blanchard, 2006). Positive emotions have been shown to broaden thought-action repertoires leading to the use of more adaptive behaviors and to facilitate subjective well-being (Philippe, Vallerand, and Lavigne, 2009). Jones and Robinson (2007) stated that passion is a common denominator in successful organizations. Many researchers have argued that passion is an active ingredient for venture growth (Baum, Locke, and Kirkpatrick, 1998;

Baum, Locke, and Smith, 2001; Baum and Locke, 2004), well-being (Burke and Fiskinbaum, 2009), and entrepreneurial success (Cardon et al., 2005; Cardon, 2008; Cardon, Wincent et al., 2009). Passionate people experience feelings of pleasantness and joy when engaging in intensive work-related activities (Richie, Fassinger, and Linn, 1997; Baum and Locke, 2004). Such passion captures not only an emotional element but also a cognitive one, because it informs the cognitive efforts that people are willing to allocate to work related activities. The greater the intensity or passion with which people undertake work-related tasks, the greater their ability to reduce uncertainty in meeting corresponding work-related goals, because such intensity exposes them to a greater variety of options for solving challenging situations (Frederickson, 1998; Vallerand et al., 2003; Ho et al., 2011).

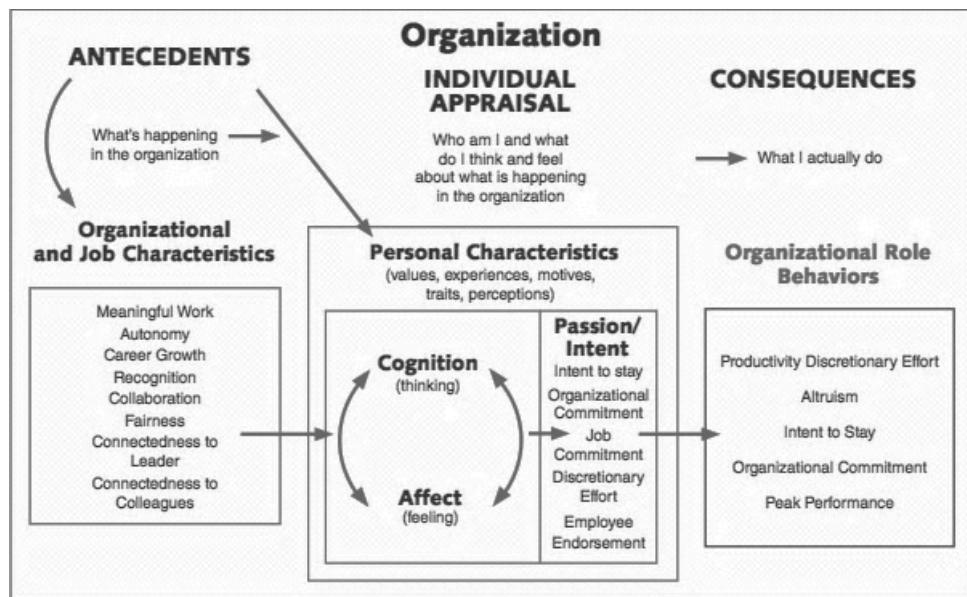
#### 2.1.2.3 Work passion model

Previously, organization researchers have been studies on the concept of employee engagement and organization commitment. The idea that engaged employee produce a high productivity, high profit, and increase customer loyalty drive many companies to invest, motivate, and empower their workforce so as to increase employee engagement level. However, research on employee engagement tend to focus on the extent to which an individual is engaged or disengaged while overlooking the fundamental importance of the appraisal process the individual goes through to become engaged or disengaged (Zigarmi et al., 2009a).

Engagement is generally associated with either job commitment (e.g. burnout, well-being) or organizational commitment (e.g. intent to stay, endorsement) but typically not associated with both (Zigarmi et al., 2009a). While work passion expand to a deeper explanation than engagement in that it encompasses both job commitment and organizational commitment. Work Passion measures both cognition and affect as opposed to measuring satisfaction. As measuring employee satisfaction does not provide a measure of what the employee intends to do, while work passion measures not only affect and cognition but also intention of the individual (Zigarmi et al., 2009a). Thus, it provides a clearer sense of how the individual intends to behave on behalf of the organization.

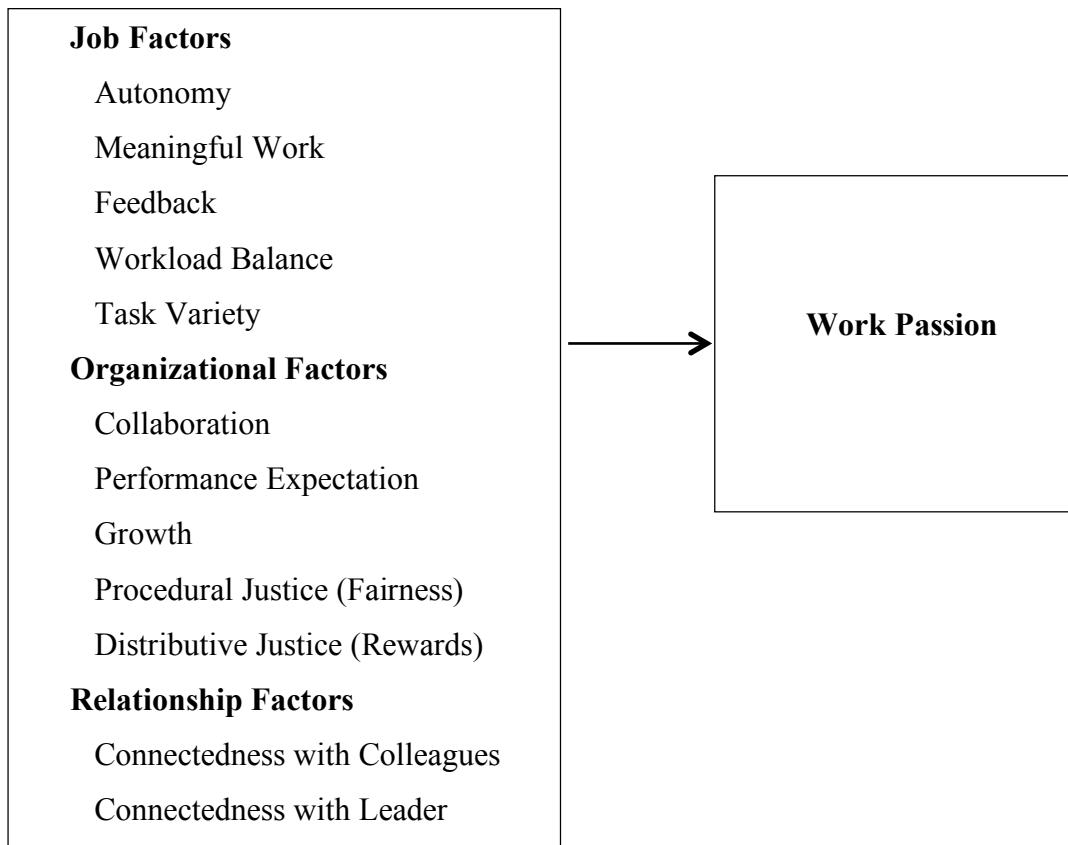
Researchers and scholars have started to investigate the concept of passion in the workplace, those studies suggested that workers can have passion for

their jobs, and that such passion drives their work success (e.g. Hill, 2002; Neumann, 2006; Marques, 2007). Zigarmi et al. (2009a) provided a vivid framework of how work passion occurs. They defined work passion as an individual's persistent, emotionally positive, meaning-based state of well-being stemming from continuous, reoccurring cognitive and affective appraisals of various job and organizational situations, which results in consistent, constructive work intentions and behaviors. The appraisal process is an ongoing, interactive process that allows individuals to assign significance and meaning to what is happening to them (Zigarmi et al., 2009a). Individuals use cognitive and affective component to their appraisal process. As a result, the individual forms perceptions and opinions and then intentions to act, which then lead, in most cases, to action or behavior.



**Figure 2.1** Work Passion Model

**Source:** Zigarmi, Nimon, Houston, Witt, and Diehl, 2009a.



**Figure 2.2** The 12 Employee Work Passion Factors

**Source:** Zigarmi, Nimon, Houston, Witt, and Diehl, 2011.

Once the appraisal is made, individual intentions that are meaning based would allow for persistent, values-motivated behavior, which is the basis for organizational citizenship behavior, discretionary effort, and excellent performance over time. Chotiros Dumrongsanti and Wasita Boonsathorn (2010) continued to conceptualize the characteristics of work passion by synthesized and redefined related concepts such as organization commitment (Mowday, Steer, and Porter, 1979), employee engagement (Towers Perrin, 2009; Hewitt Associates, 2010), work passion (Zigarmi et al., 2009a) and Buddhism concept of Path of accomplishment. As a result, they proposed the 5 significant intent of work passion which include:

- 1) Intent to stay: It refers to behavioral commitment and attachment of employees that result in willingness to remain employed and stay with an organization.
- 2) Striving for excellence: It refers to an effort and devotion that employees put into task assigned and beyond in order to achieve excellence.
- 3) Eagerness to learn: It refers to individual intellectual consideration by using reason-based for continuous learning and improvement.
- 4) Exertion and never giving up: It refers to an individual persistence and exertion despite of obstacles by putting time and effort toward tasks.
- 5) Organizational Endorsement: It refers to an individual positive attitude toward organization goals, values, and beliefs. This includes the sense of ownership of an organization and willing to be positively mentioned about organization to others.

Thus, passionate workers tend to display positive organization behaviors as a result of their appraisal process. Individual come to conclusions about the environment that they are in, or in this case, the organization, and determine how they are going to behave as a result of their perceptions. However, those predicted behaviors that individual intend to act were drawn from extant studies on employees. As the central focus of this research is on successors in family business, we further explored more on the entrepreneurial dimension.

### **2.1.3 Entrepreneurial Passion**

Scholars and practitioners alike agree that passion is an important catalyst in the entrepreneurial process (Bird, 1989; Cardon et al., 2005). An early writing of Schumpeter (1951) posited that passion drive entrepreneurial behaviors such as unconventional risk taking, uncommon intensity of focus, and unwavering belief in a dream. Passion is “perhaps the most observed phenomenon in the entrepreneurial process” (Smilor, 1997: 342). Overtime, passion has been included as an important aspect of entrepreneurship (Bird, 1989; Smilor, 1997; Bierly, Kessler, and Christensen, 2000; Cardon, Sudek, and Mitteness, 2009; Chen et al., 2009). Passion provides a strong indication of how committed the entrepreneur is to putting in time and effort needed to make the company success (Vallerand and Houlfort, 2003).

Entrepreneur passion is defined as consciously accessible positive feelings experience by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur (Cardon, Wincent et al., 2009). It also “fuel the motivation, enhance mental activity, and provide meaning to everyday work” (Brännback et al., 2006, p.3). Despite an obstacles, passion help entrepreneurs find creative solutions to problems (Cardon, Sudek et al., 2009). According to Cardon, Wincent et al. (2009) definition, entrepreneurial passion must involves positive and intense feelings focused on activities associated with roles that are critical to the self-identity of entrepreneurs. One of the key aspects of entrepreneurial passion is that it is not a generalized feeling state experienced for everything, but is instead focused upon specific objects that evoke the positive intense feelings, objects that are identity-important to the specific entrepreneur. What objects are seen as important to one individual may not be important to another, so the identity-relevance and identity-importance piece is crucial to the experience of entrepreneurial passion (Cardon, Gregoire, and Stevens, 2009).

The roles of being entrepreneurs involve recognition and exploitation of business opportunities (Baum and Locke, 2004). The heart of entrepreneurial process can be divided into three distinct roles as follow:

- 1) Inventing new products or services
- 2) Founding new organizations
- 3) Developing organizations beyond their initial survival and successes

Each of these roles involves distinct sets of tasks and activities, reflecting the challenges associated with different aspects of the entrepreneurial process (Gundry and Welsch, 2001; Katila and Ahuja, 2002). Consistent with the preceding logic, popular accounts indicate that entrepreneurs are often differentially passionate toward entrepreneurial identities. Entrepreneurs with a salient inventor identity tend to engage in activities that involve seeking out new ideas, scanning the environment for new market opportunities, developing new products or services, and working with new prototypes (Cardon, Sudek et al., 2009). Whereas, entrepreneurs with founder identity tend to involve in assembling the resource necessary such as, financial, human, and social resources to create a firm (Cardon, Sudek et al., 2009). This includes establishing a venture for commercializing and exploiting opportunities.

Lastly, entrepreneurs whose self-meaning is derived from the developer identity tend to engage in an activity related to nurturing, growing, and expanding the venture once it has been created.

Although entrepreneur is likely to possess numerous identities in addition to an entrepreneurial one (Shepherd and Haynie, 2009), they are unlikely to rank all these identities equally. Identity theory acknowledges this, for any individual, identities are organized hierarchically such that an identity placed higher in the hierarchy is more salient and more central to self-meaning than those placed lower (Stryker and Burke, 2000). Therefore, some entrepreneurs may be viewed as a founder, rather than an inventor, identity as more salient and central, and, consequently, they may be committed more to the role of creating a new venture than to that of exploring or inventing new opportunities. Hence, an entrepreneur may change the salient of different role identities over a lifetime (Cardon, Wincent et al., 2009).

Cardon, Wincent et al. (2009) explained that when a particular identity is activated, the experience of passion mobilizes an entrepreneur's self-regulation processes that are directed toward effectiveness in the pursuit of the corresponding entrepreneurial goal. This goal pursuit, in turn, involves validating the focal identity by cognitive and behavioral engagement in activities in a manner that is characteristic of intense positive emotions. Consequently, the self-regulation processes linking entrepreneurial passion and outcomes are represented by linkages involving goal-related cognitions and entrepreneurial behaviors. Entrepreneurs fired by passion evidence behavioral engagement in entrepreneurial activities that is characterized as follow:

- 1) Creative problem solving: It defined as the production of novel and useful ideas or actions (Woodman, Sawyer, and Griffin, 1993)
- 2) Persistence: It defined as the continuation of effortful action despite failures, impediments, or threats, either real or imagined (Gimeno, Folta, Cooper, and Woo, 1997)
- 3) Absorption: It defined as being fully concentrated and deeply engrossed in one's work (Schindehutte et al., 2006)

Entrepreneurs have a distinctive mindset and a burning commitment in pursuit of their goals and dreams. This is what keeps them fuelled with an energy that many others find difficult to harness, an energy that encourages them to continue long after others would most likely have given up. This sense of commitment ensures that they set tasks for themselves on a regular basis and don't give up until the tasks have been completed. Those with an entrepreneurial mindset choose a positive outlook, always expecting the best possible outcome for their business and dwelling on the optimistic aspects of a situation. Passion is a powerful force behind every entrepreneurial success story. Their passion for their business is a way of life for entrepreneurs and is infused in everything they do. The evidence of this is demonstrated in their commitment. The depth of the entrepreneur's passion determines the intensity of their commitment to their venture. These behaviors are all interwoven with one another and play a vital role in the success of an entrepreneur.

To build our conceptualization for this study, the operational definition of work passion for successors to strive for their SMEs family businesses is defined as intense positive feelings that represent as a motivational energy resulting from successors engages in activity that is salience and central to their self-identity. This motivation stemming from continuous, reoccurring cognitive and affective appraisals of various job, organizational, relationship, and environment situations, which result in consistent, persistence, constructive works intentions and behaviors.

For the outcomes of passion, evidence from both work and entrepreneurial passion literatures have been synthesized so as to better explain passion for successors in SMEs family businesses. Some of the items were repetitive, that is, items that assess similar concepts were combined into the same items. Entrepreneurial persistence that refers to a continuation of effortful action despite failures and obstacles were in line with that of exertion and never give up from employee work passion were combined into the same category. Furthermore, a deeply concentration and total focus characterized as absorption in entrepreneurial passion can be supplement to an effort and devotion that one put into task assigned which characterized as striving for excellence in employee work passion. Moreover, the ability to produce a novel and useful ideas characterized as creative problem solving

from entrepreneurial passion can support the quality of eagerness to learn from employee work passion as its share learning and improving one's quality.

As a result, 5 significant characteristics of SMEs family business successors passion have been proposed as follow:

- 1) Intent to stay: It refers to the behavioral commitment and attachment of successors that result in willingness to take care and stay with an organization.
- 2) Absorption and Striving for excellence: It refers to a concentration, an effort and devotion that successors put into task assigned and beyond in order to achieve excellence.
- 3) Creative and Eagerness to learn: It refers to individual creativity and intellectual consideration by using reason-based for continuous learning, improvement along with a production of novel and useful ideas and actions.
- 4) Exertion and never giving up: It refers to an individual persistence and exertion despite of obstacles by putting time and effort toward tasks.
- 5) Organization endorsement: It refers to successors' positive attitude toward organization goals, values, and beliefs. This includes the sense of ownership of an organization and willing to be positively mentioned about organization to others.

In sum, initial research provided an understanding on the concept of work passion in both employee and entrepreneur arenas. We now turn to research that has explored some of the outcomes associated with the passion constructs that have some important implications for individual and organization.

#### **2.1.4 The Importance of Work Passion**

Results from several studies reveal that work passion matters with respect to a number of outcomes deemed important for positive organization citizenship behaviors. Thus, the outcomes associated with work passion are outline as follow:

##### **2.1.4.1 Passion and Flow**

The concept of flow (Csikszentmihalyi, 1978; Csikszentmihalyi, Rathunde, and Whalen, 1993) refers to a desirable state that people experience when they feel completely immersed in the activity. It is the psychological state under peak experience that people become highly involved in an activity and experiences effortless concentration and completely control over the activity (Csikszentmihalyi,

1982, 1990; Schinidehutte et al., 2006). This is so because a harmonious passion is leading a person to fully participate in a passionate activity with an openness that conduct to mindful attention, concentration, and flow.

It is a state of focused energy, a transcendent state of well-being, involving a spiritual dimension and a euphoric sensation and ecstatic moments (Waitley, 1991), and is characterized by total focus and absorption of transcendent awareness (Jackson and Csikszentmihalyi, 1999). People are intrinsically rewarding from the activity as they choose to do for their own sake (Csikszentmihalyi, 1990). It is a positive experiential state where the performer is totally connected to the performance in a situation where personal skills equal required challenges (Jackson and Marsh, 1996).

Thus, flow like state influence an individual's desire to exert discretionary effort, which in turn make people perform exceed the minimum level of effort required (Lloyd, 2003) and put high devotion into the task assigned in order to achieve excellence. Passion allows one to continue against the odds and overcome fatigue and pain to finish a task or meet a challenge. With flow, nothing extraneous is allowed to interfere, and the person often senses a loss of time and space and self, boundless energy, and a perception of mastery and control. They find purpose and intrinsic reward in the activity itself, especially when the challenge matches the individual's skill. The qualities of flow include profound joy, acute intuition, a feeling of effortlessness in the midst of intense exertion, feelings of awe and perfection, increased mastery and self-transcendence (Csikszentmihalyi, 1975, 1990, 1997).

#### 2.1.4.2 Passion and Affect

According to extant research (e.g. Brown and Weiner, 1984), being passionate for an activity should increase affect depending on the type of passion involved. Passion pertaining to work activities tends to associate with harmonious passion. In this sense, people are volitionally engage in the passionate activity with an open and mindful state of mind which allow them to fully partake in the activity, and thus to experience positive affective experiences during task engagement (Hodgins and Knee, 2002). Moreover, the lack of conflict with other life activities that harmonious passion entails should maximize the duration of the positive affect

experienced during activity engagement and lead one to experience positive affect after task engagement also.

The affect that passionate individual experience is defined as an intense and highly valued moment or period that surpasses the usual level of intensity, meaningfulness, and richness both perceptually and cognitively (Privette, 1983; Privette and Bundrick, 1991). Passion produces an emotional, highly memorable, personally significant, and are associated with intense feeling of joy, fun, peace, serenity, exhilaration, and happiness (Csikszentmihalyi, 1997; Maslow, 1971; Privette, 1983). As a result, passion provides an intense activity involvement, strong focus, singleness of purpose, self-validation, self-transformation, self-renewal, and a deeper sense of meaning in life (Maslow, 1962; Yeagle, Privette, and Dunham, 1989; Privette and Bundrick, 1991; Arnould and Price, 1993). It can be seen that passion stimulate emotional as well as intellectual components of an individual. However, it can vary in duration, and can be a single event, occur periodically, or be a progression towards an ultimate experience based on numerous optimal experiences that build upon one other.

An individual is repeatedly experienced a positive affect during engaging passionate activity, passion also effected their psychological well-being. The study of Rousseau and Vallerand (2008) suggested that harmonious passion is positively contributed to positive psychological well-being such as life satisfaction, meaning in life, positive relations with others, autonomy, and personal growth. This is because the passionate activity is somehow a part of their identity and very connected to the heart of those who engage in it, people are likely to persist in them for a rather long period of time or even when they face an obstacle. However, such persistence may lower the levels of psychological well-being if the person is to rigidly persist in the passionate activity even though some negative consequences are experienced.

#### 2.1.4.3 Passion and Physical Health

Not only that passion can affect one's cognitive and affective experience, but it also affect one's physical health in many ways. The first impact of passion is on the level of energy experienced when engaging in the activity. Previous research suggested that harmonious passion would be more positively related to high

energy than obsessive passion (e.g. Ryan and Fredrick, 1997; Vallerand et al., 2006). For that premise, passionate individual tend to show an energetic behavior for the whole process of task engagement. The second effect is refers to the boost in energy that one may experience after activity engagement. Typically, passion should leave higher levels of energy and vitality and lower levels of tension and emotional exhaustion than before activity engagement. If such were the case, this would represent an important contribution of passion to our health. Passionate activity could serve as an energy booster. However, individual should be able to control the level of energy as it could lead to health problems such as insomnia, tension, feeling empty, and exhausted if person lose its control. In sum, passion can promotes a physical activity in that it sustained its engagement and thereby leading to important health benefits.

#### 2.1.4.4 Passion and Relationship

Passion can also affect the quality of interpersonal relationships. Not only that passion can affects the way people engage in passionate activity, it can also indirectly influence the quality of relationships that take place within activity. Interpersonal relationship refers to a strong association among individuals working together in the same organization. People working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace.

Harmonious passion should facilitate positive relationships with others while engaging in passionate activity. This is so because positive affect facilitates smiling, positive sharing of the activity, connection, and openness toward others that are conducive to positive relationships (Waugh and Fredrickson, 2006). This leads to high quality relationships with others within the passionate activity. Results from previous research supported that passionate individual showed their high commitment to their job or their organization or both which can be seen as an intention to stay with the organization for a long period of time or highly committed to job (Zigarmi et al., 2009a).

On the contrary, obsessive passion may leads to negatively affect relationships. As individual engaging in an activity with obsessive passion, individual

tend to show their focus upon that activity but fail to harmonize with other aspect of life. For this reason, the interpersonal relationships with others may be damaged (e.g. couple relationship). Nonetheless, passion in work context seems to contribute positive organization behaviors than negative one and its effect on interpersonal relationship can generate source of enrichment, vitality, and learning that helps individuals, groups, and organization grow, thrive and flourish.

#### 2.1.4.5 Passion and Performance

Research on expert performance reveals that high level performers spend several years of considerable engagement in deliberate practice or engagement in the activity with clear goals of improving on certain task components, in order to reach excellence in their chosen field of expertise (Ericsson and Charness, 1994; Starkes and Ericsson, 2003). Vallerand et al. (2007) explained that the major motivational force underlying this phenomenon is assumed to be the work of passion. Passion is an important fuel that allows people to engage in the activity for long hours over several years or sometimes a lifetime especially when times are rough and that eventually helps them attain high levels of performance (Vallerand et al., 2007).

However, passion is not hypothesized to influence performance directly. Previous studies (e.g. Vallerand et al., 2007; Vallerand et al., 2008) revealed that passion is positively predicting deliberate practice in that it provide people with energy and goals to engage in deliberate practice, and thus, indirectly predict performance. Passion reflects a strong investment in an activity, which implies to manifest as a peak performance. Peak performance is an episode of superior functioning or reaching the upper limits of human potential as manifested in excellence, productivity, or creativity. It is a performance that goes beyond an ordinary level that expected in a given situation. This can be seen in a form of physical strength in a crisis, courageous in sporting events, creative expression in art, intellectual mastery of problem, or a rich human relationship (Privette, 1982).

The aforementioned example of performance is intentioned, as a person has a will to behave in a superior way. Privette (1981) believed that peak performers would experience spontaneity, a click of functional autonomy, strong sense of self, fascination, involvement, and intentionality upon engaging in an activity. In sum, passion is believed to exclusively promote a mastery focus that leads

the person to engage in activities specifically aimed at skill improvement. The process achieving excellence is by engaging in a deliberate practice, which eventually leads to high levels of performance and in turn lead to various outcomes such as financial gain, glory, and pursuit of personal best.

#### 2.1.4.6 Passion and Innovation

With the recent economic challenges in today's world, most businesses are now protecting their human capital especially human ideas or intellectual property that deemed to be the most important asset of the company. Innovative organization is the one who keeps develops new ways of working, or develops new products or services or new combinations of products and services tend to survive and prosper in fast changing global marketplaces. These organizations benefit from their creative capital. Creativity and the application of creative capital have been recognized as important contributors to a firm's innovation and to the nation's economic growth.

Creative capital is the ability and potential of individuals and groups to generate ideas or to apply old ideas in new ways or combine old ways in new ways, and these activities have been variously described as creativity, design, entrepreneurship or innovation. It has been widely stated that now and in the future, the only sustainable competitive advantages for organizations will be achieved through people. Intangible asset such as the ability to generate new ideas will be crucial for modern organizations (Coy, 2000; Howkin, 2007; Sombat Kusumawalee, 2010a; Wasita Boonsathorn, 2013b). Hence, human capital represents the most valuable resources that help fuel the success of future organizations. Wasita Boonsathorn (2013a) further explained that passion is in fact a major drive that transforms creativity in human being into innovation that creates values for businesses. Moreover, existing literature emphasized that passion is a valuable attribute that organizations should seek to develop among employees (Hamel, 2009; Chotiros Dumrongsanti and Wasita Boonsathorn, 2010; Sombat Kusumawalee, 2010b; Chang, 2011) and that it is ultimately vital to the performance of employees and organizations (Ho et al., 2011).

Innovation initiatives tend to depend heavily on human knowledge, expertise, and commitment as key inputs in the value creation process (Youndt, Snell, Dean, and Lepak, 1996). For innovation to take place, firms may leverage human

capital to develop organizational expertise for creating new products and services. However, expertise is much more complex and is primarily the results of deliberate practices (Ericsson and Charness, 1997). These deliberate practices entail individuals wanting to perform the tasks and making efforts to improve performance and eventually reach excellence. When firms develop innovative activities, they encounter a relatively greater uncertainty and greater variability in the innovation process (Atuahene-Gima, 1996). For that reason, they need creative people who are flexible, risk taking, tolerant of uncertainty and ambiguity (Madsen and Ulhøi, 2005) to help its company strive to their goals.

Though passion can lead to success for both individual and organization but along the path one may face with countless obstacles and failures. A lot of renowned and successful people have failed at something. The important point is to learn from failure and ultimately became better and more successful. Not everyone has the resilience to stand up when things go wrong. People with passion possess an ability to be comfortable with discomfort. They are willing to accept hardships and inconveniences as long as they feel they are getting closer to an important goal. Passionate people make sacrifice in order to accomplish something important. Passion helps people work in long hours, try difficult things, and stretch their talents as far as they will go. Most people who accomplish something worthwhile are not indifferent about it. Chang (2001: 110) stated that when employees are passionate about their work, their organizations thrive. Not only that passionate people enjoy what they do but they also show their high devotion to the customers, which in turn benefit the whole organization and could lead to organization vitality. Undoubtedly, passionate entrepreneur would contribute even greater outcomes. Once passion is present and reinforced throughout an organization, it becomes contagious (Cardon, 2008). Passion translates into something incredible. It motivates co-workers, leaders, partners, investors, owners, and customers. If passionate entrepreneurs make for more effective organizations, and employees are also a critical input to firm performance, then it follows that having passionate entrepreneurs and employees would also be beneficial and provide high tendency to become a successful and sustainable business.

The literatures indicate that work passion is closely linked with positive organizational performance outcomes. These outcomes deemed highly important for the field of practical business, positive psychology and human resource development, such as positive emotions and flow, psychological well-being, physical health, interpersonal relationships, performance, and innovation. Having such passion allows one to experience a number of positive outcomes and lead a fulfilling life worth living for. Although extant research provides insights about the nature of passion and its broad effects (e.g. Vallerand et al., 2007; Valleralnd et al., 2008; Cardon, Sudek et al., 2009), limitations in that research leave theoretical and empirical gaps in our understanding of the factors that might influence an individual's work passion.

As we highlighted theoretical background and the importance of work passion in the previous section, and we acknowledge that work passion can drive behavior (e.g. Vallerand et al., 2007), then understanding where work passion comes from is critical. This research wants to uncover the factors that stimulate work passion so as to gain some insight into how this motivational force might emerge and develop. Moreover, to the best of my knowledge, there are only a small number of published articles that analyze passion empirically among entrepreneurs (e.g. Baum et al., 2001; Baum and Locke, 2004; Chen et al., 2009) and employee (e.g. Zigarmi et al., 2009a; Zigarmi et al., 2009b). For this reason, this research is attempted to help individual better understand and manage their work passion well. The next part will discuss about the factors that might influence passion from previous studies.

## **2.2 Factors Leading to Work Passion for Successors in SMEs Family Businesses**

In today's world, most organizations become more and more aware that the most valuable asset of their company is their people. This is true and its evidence exists throughout our world that organizations are now struggling to meet production and service demands by knowing that these outcomes are directly dependent on the ability, commitment, and skill of their people (Kimball and Nink, 2006)

For so long, there has been a great deal of interest in finding the way to make people in organization produce positive organizational outcomes. Those outcomes

include organizational success, great financial and effective work performance, high productivity, and low turnover. Researchers and practitioners have been searching to understand how the aspects of human relations in the workplace affect performance. In this sense, many research communities embrace the popular concept that revolved around job attitude and organizational constructs such as job satisfaction, organizational commitment, job involvement, and employee engagement (e.g., Griffin, Parker, and Neal, 2008; Hirschfeld and Thomas, 2008; Newman and Harrison, 2008; Saks, 2008).

Several factors from extant research suggested the antecedents for those positive organizational behaviors ranging from factors motivating employee to engage in a discretionary behavior to factors inducing individuals' effort to go for the extra mile and eventually highly committed to their job and their organization. A growing stream of research is starting to look at organizational factors that influence overall employees' commitment towards their organizations. Not only the organizational factors that effect how people committed to their roles or organization but also factors focusing on job related construct (e.g., skill variety, task autonomy). However, as research on work motivation, commitment, and engagement becoming more and more popular, there are still quite a number of studies that looked into work passion in the literature, for example, the studies of Cardon, Sudek et al. (2009), Cardon, Wincent et al. (2009), Zigarmi et al. (2009a), and Zigarmi et al. (2009b). Very little research has been done on the topic of work passion especially in a family business context.

Throughout the existing literature concerning passion in the workplace, a variety of sources of passion have been suggested. The summary of factors from previous literature that might influence work passion for successors in SMEs family businesses is presented in Table 2.1.

**Table 2.1** Summary of Factors Influencing Work Passion

Category	Factor	Zigarmi (2009b)	Author Citation		
			Zigarmi (2011)	Damrongsanti (2011)	Cardon (2010)
Organizational Factor	Collaboration	✓	✓		
	Performance expectation		✓		
	Growth	✓	✓		
	Procedural Justice (Fairness)	✓	✓		
Job Factor	Autonomy		✓		
	Meaningful work		✓		
	Feedback		✓		
	Workload balance		✓		
	Task variety				✓
	Product, service, industry				✓
Relationship Factor	Connectedness to leader	✓	✓		
	Connectedness to colleagues		✓		
	People involved in the business				✓
External Factor	Competition				✓
	Social mission				✓
Role Factor	Roles identity				✓

As shown in Table 2.1, several antecedent factors from both work passion and entrepreneurial passion literature were grouped into six categories. Each category may be further classified into individual antecedent factor, which would be discussed below.

### 1) Organizational Factors

Organizational factor is defined as a factor that influenced by the family business's senior leadership, policies, procedures, and organizational systems. The first factor is collaboration that refers to the extent to which the family business' member encourages the sharing of ideas, teamwork, and collaboration on projects and tasks. The second factor is performance expectation that refers to the extent to which successors feel that his work is compared to an agreed-upon standard and understands what is expected of him. The third factor is procedural justice that refers to the extent to which policies and procedures are consistently and fairly applied.

However, the growth factor which refers to the extent to which a person perceive that the organization fosters opportunities for both career and job growth may not suitable for factor leading to work passion for successors in family business context. Family business aims to continue and transfer the ownership across generation. Ultimately, successors will be the people who take control of their family business. Thus, this study will not include growth into the survey since it may not suitable for the subject of this study.

### 2) Job Factors

Job factor is defined as a factor that influenced by aspects of the job, colleagues, or leader. The related factors include the following.

The first factor is meaningful work that refers to the extent to which successors understand and resonate with the business' purpose and believe he is working on projects that matter and produce positive results. The second factor is autonomy that refers to the extent to which successors can choose how tasks are performed, are trusted to do his jobs, and has the authority to make decisions. The third factor is feedback that refers to the extent to which successors receive adequate feedback on performance and is recognized for improvements and ideas. The fourth factor is workload balance that refers to the extent to which successors feel he has

ample time to accomplish their work without disturbing his personal time. The fifth factor is task variety that refers to the extent to which successors feel that they have variety in both the type of tasks and the complexity of tasks. The last factor is product, service, or industry that refers to the extent to which successors feel about the particular product or service provided by the family business or the particular industry that the family business is in.

However, this study focus on the leading factors which successors are able to manage. One of the most important points from the operational definition of family business for this study is that family businesses has to continue the business across generation by transferring to their successors. For this reason, the factor of product, service or industry that family businesses are in will not include in as leading factors to work passion for successors in family business.

### 3) Relationship Factors

Relationship factor is defined as a factor that influenced by an individual's perception of both organizational factors and job factors. The related factors from previous studies include the following. The first factor is connectedness to leader that refers to the extent to which leaders make an effort to build rapport and personal and professional relationships. The second factor is connectedness to colleagues that refers to the extent to which colleagues make an effort to build rapport and personal and professional relationships. The last factor is people involved in the business that refers to the extent to how successors feel about working with people, satisfying their customers or clients, and building meaningful relationships with employees, vendors, or affiliates.

Synthesizing relationship factors from previous studied to describe a more general concept of relationship aspect influencing work passion for successors in family business, the quality of successor's relationships to people involved in the business seems to suitable for the subject of the study. Successor is the one who expected to inherit the business from their predecessor. To measure the relationship of successors to leader or colleagues of the family business by using previous studies definition (e.g. Zigarmi et al., 2009b; Zigarmi et al., 2011) may not suit well since leader or colleagues might be successor's family member or employees who have seen successors for a very long time. The aspect that the study would like to highlight

is the quality of the relationship of successors to others that involve in the family business whether it rapport and professional relationship. The present study propose new factor as to measure quality of (successor) relationship, including: successor trust one other, is open and honest with other people in family business, has a good cooperative relationship, and work together with others as a team.

#### 4) External Factors

External factor is a factor that individual and company cannot control. It occurs from outside influences that can impact a business. The related factors include the following.

The first factor is competition that refers to the degree of competition in the market, which reserved for the active process of offering the market opportunities that one can prove their product or service is better than those others are able or willing to offer. Moreover, social mission that refers to how family business can provide the elements that help contribute to ease social and environmental issues which has an impact on company stakeholders.

However, this study focus on leading factors that successors are able be manage. To be more specific, the leading factors should be internal factors of successors that he/she are able or capable of change or improve it. An external factor of competition and social mission are more beyond successors' control. Due to this reason, competition and social mission will not include in this study.

#### 5) Role Factors

Role factor is defined as an expected behavior of successors who occupies a given social position or status in a group or organization. A role is a comprehensive pattern of behavior that is socially recognized, providing a means of identifying and placing successors in a society. The related factors include roles identity which refers to distinct entrepreneurial role identities that focus on the active self of successor. It is an internalized expectation about characteristics that successor holds as central and distinctive to him. The roles include inventor, founder, and developer identity. Each of these roles may change over a lifetime as successors may change the salience of different role identities.

Initial research of Zigarmi et al. (2009a) identified eight key factors responsible for driving work passion. These include meaningful work, autonomy,

collaboration, fairness, recognition, career growth, connectedness to colleagues, and connectedness to leader. Moreover, each of the eight factors is interdependent of each other, and all must be present for work passion to be maximized. However, those factors were not sufficient to explain employee work passion, Zigarmi et al. (2011) further developed an additional factor that might drive employee work passion.

Previous literatures pointed out that the extent to individuals become passionate to their work would determine through organizational, jobs, relationship and personal characteristics factors. Employees may possess passion for their job or their organization, or may be both. Likewise, entrepreneurial literatures were discussed whether entrepreneurs are passionate for their venture they have created, or the role of being an entrepreneur (Bird, 1989; Baron and Hannan, 2002; Cardon et al., 2005; Chen et al., 2009). Still others have suggested that entrepreneurs may be passionate or at least experience positive emotions for particular opportunities they are pursuing (Branzei and Zietsma, 2003; Sundararajan and Peters, 2007), regardless of the venture involved.

When entrepreneurs engaging in activities for which they are passionate, they tend to “show strong and positive emotions toward their projects” (Chen et al., 2009: 203). Passion gets thing started and it has an effect on the outcome. Vallerand (2008) pointed out that the type of passion one has for the activity might have different consequences on cognition, affect, behavior, relationship, and even performance. Cardon (2010) added to this notion that not only the type of passion that has an impact on entrepreneurial performance and outcomes but the source of passion also matter. Moreover, prior the understanding of what passion is and what passion does, one must begin with the question of passion for what (Cardon, Wincent et al., 2009). The predominant empirical approach in entrepreneurial literature has been choosing an object, such as work or the entrepreneurial role, and ask respondents the extent to which they are passionate about that object. This approach does not allow respondents to freely indicate what particular aspects of their job or entrepreneurial role they are passionate about, or to have differing levels of passion for different aspects of entrepreneurship.

Therefore, Cardon (2010) developed the field by expanding the source of entrepreneurial passion further than Cardon, Wincent et al. (2009) previously found.

Cardon, Wincent et al. (2009) claimed that entrepreneurs may experience passion for inventor, founder, and developer roles. However, Cardon, Wincent et al. (2009) also suggested that entrepreneurs will likely experience passion for something specific, not the overall entrepreneurial experience. Hence, passion for a product, service, or industry was emerged, as was passion for the people involved in the business, passion for the cause or social mission, and passion for competition. Several sources of passion were suggested and each of which were represent as a powerful driving force, leading to better outcomes for entrepreneurs (Cardon and Kirk, 2010), and their ventures.

Interestingly, passion for people involved in the business that entrepreneurs talked about was not consistent in the literature. For some entrepreneurs, the passion for people was focused on customers and creating the best experiences possible for them. For others, it was on employees and creating a workplace they could thrive in. Some entrepreneurs passionate for people talked about their families and loving creating a business where they could work alongside their spouses, children, or other relatives. This suggests an interesting point to this study focusing on the factors leading to work passion for successors to strive in family business.

Whether family business members passionate about the business itself, the products, the services they produce, or just passionate working with their family, it does impact the overall performance and sustainability of the business. Since the subject of this study is family business successors who inherit the business from their predecessors, the product or service that their business offer to the society seems to be the thing that successors cannot change. The main task of successors should be focused on succeeding the business and make it last for later generation. Consequently, the product, service, or industry that the businesses are in would be discarded from this study. Moreover, competition and social mission factors would also be discarded from this study. This is due to the fact that those two factors are an external factor and beyond successors' ability to control it. The leading factors that the study would like to focus should be internal factors that successors are able or capable of change or improve it.

Work passion is a fuel that powers a venture, family business successors who are passionate about multiple factors may engage in greater innovation, development

and growth over time. In contrast, family business successors who are passionate about working with family members only, may not grow and develop their business, and hence struggle to survive. This problem may become worse when second generation owners who inherit the business have little passion for their growth, and even working with other family members.

Thus, this study included 10 factors assumed to lead work passion for successors to strive for family business. Those 10 factors can be divided into 4 major categories, which include organizational factor (collaboration, performance expectation, procedural justice), job factor (meaningful work, autonomy, feedback, workload balance, task variety), relationship factor (quality of relationship), and role factor (roles identity). The next part will discuss about the previous studies on this research context.

## 2.3 Entrepreneurship and Family Business

### 2.3.1 Entrepreneurship

Most entrepreneurship researchers have defined the field primarily in terms of who entrepreneurs are and what they do. However, the field of entrepreneurship still lacks a well-accepted definition. Previous literature showed that historical definitions of entrepreneurship were different and contradictory from each other as shown in Bygrave and Hofer (1991), Bull and Willard (1993), Carsrud, Olm, and Eddy (1986), Cunningham and Lischneron (1991), Gartner (1989, 1990), Mitton (1989), Sexton and Smilor (1986), Shane and Venkataraman (2000), and Venkataraman (1997). Each of the definitions could be categorized according to the interest of the study. Table 2.2 provides a compilation of the major historical definitions of entrepreneurship reviewed in this article that provide a reasonably representative sampling of the major aspects of entrepreneurship.

**Table 2.2** Summary of the major definitions describing entrepreneurship

<b>Interest of Study</b>	<b>Central Focus or Purpose</b>	<b>Assumption</b>	<b>Behaviors and Skills</b>	<b>Situation</b>
Assessing Personal Qualities	The entrepreneur has an intuitive ability and traits and instincts he/she is born with.	Without this “inborn” intuition, the individual would be like the rest of us.	Intuition, vigor, energy, persistence, and self-esteem.	Start-up
	Entrepreneurs have unique values, attitudes, and needs which drive them.	People behave in accordance with their values; behavior results from attempts to satisfy needs.	Personal values, risk taking, need for achievement, and others.	Start-up
Recognizing Opportunities	The central characteristic of entrepreneurial behavior is innovation.	The critical aspect of entrepreneurship is in the process of doing rather than owning.	Innovation, creativity, and discovery.	Start-up and early growth
Acting and Managing	Entrepreneurs are organizers of an economic venture; they are people who organize, own, manage, and assume the risk.	Entrepreneurs can be developed or trained in the technical functions or management.	Production planning, people organizing, capitalization, and budgeting.	Early growth and maturity
	Entrepreneurs are leaders of people; they have the ability to adapt their style to the needs of people.	An entrepreneur cannot accomplish his/her goals alone, but depends on others.	Motivating, directing, and leading	Early growth and maturity
Reassessing and Adapting	Entrepreneurial skills can be useful in complex organizations. It helps develop organizations to create, market, and expand services.	Organizations need to adapt to survive; entrepreneurial activity leads to organizational building and entrepreneurs becoming managers.	Alertness to opportunities, maximizing decisions.	Maturity and change

**Source:** Cunningham and Lischneron, 1991: 45-61.

Entrepreneurship has been proposed to be the phenomenon that is the emergence of new economic activity (Wiklund, Davidsson, Audretsch, and Karlsson, 2010). Most empirical studies focused on the study of a set of individuals with unique vision and perspective who are involved in the discovery, evaluation, exploitation of opportunities and value creation. Entrepreneurs are believed to have an exceptional ability to see and seize upon new opportunities, the commitment and drive required to pursue them, and an unflinching willingness to bear the inherent risks (Martin and Osberg, 2007).

Moreover, entrepreneurship can be seen as a perspective (Ma and Tan, 2006). It is a consistent and coherent way of looking at the world. It is about a particular type of mindset (Bird, 1988; Hamel and Prahalad, 1989; McGrath and MacMillan, 2000). It is a mindset that assigns different values to resources and opportunities than does the general population and a mindset that encourages creativity and innovation, changing the game, and being unique (Shane and Venkataraman, 2000). The entrepreneurial mindset permeates all entrepreneurial activity, be in commerce, politics, sports, or personal career advancement. This perspective is about challenging the status quo and finding new ways of doing things. Entrepreneur seems to see condition as an opportunity to create something new, while so many others see it as an inconvenience to be tolerated. These characteristics are also fundamental to the process of innovation.

Furthermore, entrepreneurship is about personal commitment to certain kinds of achievement, and entrepreneurs often seem to be born with a sense of purpose, to change the world, to make a difference, and to contribute to the well-being of humanity (Ma and Tan, 2006). When a destination calls, entrepreneurs go. They have to be immersed in the entrepreneurial perspective all the time, to constantly refine their vision, sharpen their focus, and discover their true destination. The purpose in entrepreneurship is the very embodiment of the entrepreneurial passion. True entrepreneurs have a clear sense of mission. They are goal-driven and inspired to win. They set audacious goals and challenge themselves to achieve them (Collins and Porras, 1996). Great entrepreneurs are visionaries. Unlike average managers who set their eyes on the bottom line, entrepreneurs set their eyes on the horizon (Tan,

2001). They compete for opportunity shares for the future instead of market shares for the present (Hamel and Prahalad, 1994).

Passionate entrepreneur exploit the opportunity for high achievement so as to distinguish themselves from others (Shane and Venkataraman, 2000). Without passion, life becomes routine, work becomes a bore, and the mind becomes numb. The important aspect of entrepreneurship is the difficulties and challenges inherent in the process. It is well recognized that new venture creation and development is fraught with environmental stressors (Baron, 1998) and consequently successful entrepreneurs are thought to possess a high degree of mental hardiness (Hmieleski and Carr, 2008). Entrepreneurship can spur frustration, stress, anxiety and excitement (Wilson, Centerbar, Kermér, and Gilbert, 2005). Immersion in the business, loneliness, people problems and survival issues have high emotional and physical costs (Boyd and Gumpert, 1983). Table 2.3 describes the ten key characteristics that most entrepreneurs possess.

**Table 2.3** The 10 Ds Key Attributes of Entrepreneur

<b>Attribute</b>	<b>Description</b>
Dream	Entrepreneurs have a vision of what the future could be like for them and their businesses. And, more importantly, they have the ability to implement their dreams.
Decisiveness	They don't procrastinate. They make decisions swiftly. Their swiftness provides a key factor in their success.
Doers	Once they decide on a course of action, they implement it as quickly as possible.
Determination	They implement their ventures with total commitment. They seldom give up, even when confronted by obstacles that seem insurmountable.
Dedication	They are totally dedicated to their business, sometimes at considerable cost to their relationships with their friends and families. They work tirelessly. Twelve-hour days and seven-day work weeks are not uncommon when an entrepreneur is striving to get a business off the ground.
Devotion	Entrepreneurs love what they do. It is that love that sustains them when the going gets tough. And it is love of their product or service that makes them so effective at selling it.
Details	It is said that the devil resides in the details. That is never more true than in starting and growing a business. The entrepreneur must stay on top of the critical details.
Destiny	They want to be in charge of their own destiny rather than depend on an employer.
Dollars	Getting rich is not the prime motivator of entrepreneurs. Money is more a measure of their success. They assume that if they succeed they will be rewarded.
Distribute	Entrepreneurs distribute the ownership of their businesses with key employees who are critical to the success of the business.

**Source:** Bygraves, 1994: 6.

### **2.3.2 Connection Between Entrepreneurship and Family Business**

Family business researchers and scholars have largely been interested in what happens to entrepreneurs near the end of their working lives (Dyer and Handler, 1994). Succession has been the most troublesome issues in family business and it also captures most of the research interest. Moreover, because of the difficulty in resolving the succession dilemma, founders have been more willing to ask for outside help in the form of either research or consulting on the succession question. Thus, entry into the world of family business has often occurred as the entrepreneur contemplates retirement (Dyer and Handler, 1994).

Throughout entrepreneur career from entry to exit, several points along the career path where the entrepreneur's family membership and family relationships can affect the course of the career (Dyer, 1992). Some of the seminal work on the entrepreneurial personality has indicated the important role that the entrepreneur's family plays in the development of certain entrepreneurial characteristics. Often, entrepreneurs' childhood filled with poverty, insecurity, and neglect (Collins and Moore, 1964). Such a childhood creates needs for control in entrepreneurs and a desire to create and control their own businesses in order to overcome what might be considered a hostile and threatening world. Other scholars, such as Roberts and Wainer (1968), Ronstadt (1984), and Dyer (1992), have also indicated that entrepreneurs often come from homes where the father or mother was self-employed. Thus, parental role models seem to encourage entrepreneurial behavior.

For entrepreneurial start up activity, the initial fund is generally comes from personal and family assets. Thus, the family's willingness to support the venture financially is a critical variable. In some instances, an entrepreneur's family or extended family not only provides needed capital, but also provides other resources such as access to markets, sources of supply, technology, and even new ideas. Dyer (1992) noted that some potential entrepreneurs were discouraged from starting their own businesses because their families were not supportive. A family member may also become involved at the start-up as a partner or member of an entrepreneurial team. But managing the obligation of both work and family has also been described as a source of conflict for the entrepreneur. Moreover, the demand of an entrepreneurial career, such as financial and time pressures related to starting a new

enterprise may mitigate against creating a successful family. Spouses and children may see the business and financial gain as more important than the family, and that the demands of the business leave the entrepreneur with little time to communicate with family members or work through family problems.

One of the most important decisions that an entrepreneur makes concerns whether or not to employ family members. Such a decision can have a tremendous impact on the entrepreneur, the business, and the family. In some cases, when a husband and wife or other family members decide to create a business together, family and entrepreneurial dynamics are brought into play even before the business is founded. However, there are problems concerning family involvement in an enterprise as being antithetical to effective business practices which leading to corruption and non-rational behavior (Perrow, 1972; Dyer 1994). On the contrary, family firms may show a competitive advantage, since family members would likely trust one another. Davis (1989) also suggested that family businesses have high intentionality in terms of their level of perseverance and commitment to see the business succeed. Regardless of whether such family involvement leads to higher or lower performance, entrepreneurs have generally chosen to employ family members.

The problem of both ownership and management succession has largely been the domain of research on family-owned businesses, for family dynamics come to the forefront during succession. Succession planning is in direct conflict with the entrepreneur's needs for control, power, and meaning. Handler (1992) found that the degree of mutual respect and understanding between next generation successor and founder is a key factor affecting succession. Other critical factors were the degree to which next generation career interests, psychosocial needs, and life-style needs were met through the firm. Thus decisions regarding how to transfer ownership to family members, whether to sell the business to outsiders, or to sell the business to company employees through an employee stock ownership program or some other mechanism, are all questions that arise during the twilight of the entrepreneur's career.

The preceding discussion has presented a brief overview of the previous work that has been done to examine the relationship between entrepreneurs and their families. However, when study the dynamics of the entrepreneurial career over time, the importance of the role of the family in shaping that career becomes apparent.

Rather than ignoring the connection between the entrepreneur and the family, later part of this research will discuss upon family business to provide the concepts and related theories facing entrepreneurs.

### **2.3.3 Family Business**

Family relationships and its importance to individuals in family businesses have become recognized due to the growing interest in the sociocultural context of entrepreneurship (Anderson, Jack and Drakopoulou Dodd, 2005). Previous researchers (e.g. Chrisman, Steier and Chua, 2006; Heck, Hoy, Poutziouris and Steier, 2008) suggested that in order to be value in studying family businesses as an entity on their own, there must be a priori acknowledgment of them being somehow fundamentally different from other types of profit generating forms of enterprise. Indeed, it is the intersection between family members, family, and the business that is believed to represent the unique set of features that explain performance differences between family and nonfamily businesses (Habbershon et al., 2003).

This unique integration of two profoundly different systems, as they stand alone, is often seen as incompatible with one another, which is an argument that would also imply incompatibilities in the identity structures and cause conflicting identifications in family business members. However, the synergies from these two entities can make positive and satisfactory outcomes for the business operations as well. This in fact is in line with Chua, Chrisman and Steier (2003: 331) who claimed that in order for family businesses to be sustainable in the competitive marketplace, which many of them are, a synergistic and symbiotic relationship between the family and the business is required, meaning that the two entities have to find a harmonious balance in existing together in order for this symbiosis to yield synergistic benefits for both.

In terms of contributions, family businesses have come to be recognized as the dominant form of enterprising throughout the world (Chrisman et al., 2003: 441; Miller, Steier and Le-Breton Miller, 2003: 513). Family firms can be seen as major sources of technological innovations and economic progress, important creators of employment, incubators and financiers of new businesses (Zahra, 2005: 23), boosting not only the economic development of local communities (Zahra and Sharma, 2004:

331) but having a major impact on the growth of national economies as well. Family businesses creating value through product, process, and service innovations fuel growth leading to wealth (Zahra et al., 2004: 363). Given the undeniable economic importance of family businesses, it is important to generate research that will aid in determining predictors of family business sustainability (Olson et al., 2003: 642).

A family firm may range from the small neighborhood store, mom and pop, to the large multinational company. Although, there is some debate over the precise definition of family business, most revolve around the kinship of family members owning and running a venture (Wortman, 1994; Heck and Trent, 1999; Rogoff and Heck, 2003). Koiranen (2002: 3) defined family business as follow:

It is a business operation owned and controlled by one family that has either transferred, is in the process of transferring or will transfer to the next generation and a family business, regardless of its form, is the economic unit in which the business operations of the family take place and in which the interactive interests of family life, ownership, and business are applied to the ever changing circumstances.

Apparently, family business intent to shape and pursue the vision of the business held by a dominant coalition controlled by member of the same family or a small number of families in a manner that is potentially sustainable across generations. Therefore, the basis of this research lies in the definition formulated by Poza (2010) that focus on vision, intentions, and behavior, vis-à-vis strategy, succession, and continuity of the owners. For this research, family business can be defined as a unique synthesis of the following:

- 1) Ownership control by two or more members of a family or a partnership of families
- 2) Strategic influences by family members on the management of the firm
- 3) Concern for family relationships
- 4) The intent or possibility of continuity across generation

Being in business together is a formidable part of family business members' individual lives (Gersick et al., 1997: 1) and the entrepreneurial spirit as well as other

attributes needed for successful venture. Indeed, family unit encourage and socialize the younger generation into entrepreneurship through learning and doing things together. An ideal learning orientation would be that of within and between generations resulting in commitment to transgenerational learning (Moores, 2009). This type of reciprocity allows individuals' voices to be heard and appreciated within a family. Individuals within family or family business systems are required to draw interpretations of each other's deeds, intentions and feelings. Thus, the healthy communication and understanding help steering the business into the future successfully, it is also helpful in teaching, reinforcing and supporting the successor as well as helping the incumbent to let go and make changes in the venture.

Taken the unique characteristic of family dynamics into account, family harmony and inheritance norms are also considered as crucial aspects to Thai-Chinese family business. Family harmony describes the relationships that show support, appreciation, care, and emotional attachment among family members. While inheritance norms refers to the cultural constraints or rules that govern family business in order to continues family values and tradition. Such inheritance norms that can be seen in most Chinese family businesses vary from seniority among siblings, where oldest son inherits everything, to equal sharing rules among all the sons of the founder (Betrand and Schoar, 2006). In some situations, family rule is an effective way to solve the problems. Most Chinese family business is governed by the paternalism where owner of the business see their staff as their family (Redding, 1990). They tend to show a strong sense of responsibility towards their staffs and these values has passed to later generation. Strict inheritance norms may drive conflict among family members especially siblings. Even if string ties originally exist between them, daily interactions within the context of family business may lead into dispute. However, family dynamic is exquisite and fragile and it also varies from family to family. The unique family dynamic of each family business could have an effect on how successors perceived, understand, and willing to act pertaining to their roles and their family situations. This in turn affects the level of passion in successors to strive for their family business. Therefore, this study would take family harmony and inheritance norms into account as it support family unity and also family values and tradition that make family strong and lead to a strong family business.

The interpersonal dynamics within family business is not only influence the performance of its business but also its growth, change and transitioning over time (Venter, Van der Merwe, and Farrington, 2012). Healthy family relationships cannot happen if such family members have no understanding to each other and also the norms of each family. Family dynamics are one part of a larger system, which defined by the individual members' relationships with each other. Families exist as their own structure made of people who share bonds and a sense of history and endeavor to meet each other's needs. These core qualities set the stage for family dynamics. Without a structure, these dynamics cannot play out. Dynamics are affected by many factors, including the number of children or a family's culture. For example, a family with many children may have rules pertaining to which child does certain chores. Such dynamics affect the well-being of the family (Olson et al., 2003), and the family business leader need to ensure the positive link between the longevity of the business and the well-being of the family (Venter and Boshoff, 2006; Ibrahim, McGuire and Soufani, 2009).

Mutual respect and understanding between family members especially between successor and founder is a key factor affecting succession (Handler, 1992) and the quality of work relationships (Davis, 1982). Previous research pointed out that harmonious and respectful relationships were found between fathers and sons, aged 50 to 59 and 23 to 32, respectively while more problematic when they get older (Dunn, 1995). Each stage of life has its own key developmental tasks which relating to acceptable relationships, careers, and personal aspirations (Levinson, 1978). Also, the degree of sibling accommodation rather than rivalry is important to the succession process. The interpersonal relationships among family members include the appreciation expressed within the family, supportive environment, and emotional attachment could support the development of a shared future vision and the continuity plan for the family business (Carlock and Ward, 2001).

However, even if strong ties originally exist between family members, the cultural constraints within each family business that are inheritance from generation to generation can be troublesome. Such inheritance norms vary from strict primogeniture, where the oldest son inherits everything, to equal sharing rules among all the sons of a founder. Rigid inheritance rules may have direct costs for family

businesses (Bertrand and Schoar, 2006). Strict inheritance norms may drive conflict among family members especially siblings. Indeed, there are many examples of families and their businesses ripped apart by such conflicts (e.g. intra-family rivalries in Thammawattana family) ('First Team', 2003). While such rigid inheritance rules may be constraining to family businesses, breaking away from these rules may also be costly if it destroys the expectations of individual family members about their place in the family and the business.

Family firms are unique in the extent to which succession planning as a key and very strategic role in the firm's life. According to the popular notion, family-owned businesses do not grow. This is supported by folklore as well as the fact. Poza (2010) showed the surprise figures that approximately 85% of new businesses fail within their first five years of operation and among those that survive, only 30% are successfully transferred to the third generation. The survival rate continues to decrease for transferring from third to fourth generation. However, some family businesses become even stronger as they maneuver towards their later generations.

Family members often play a critical role in the creation and survival of new ventures (Aldrich and Cliff, 2003; Astrachan et al., 2003). Successor commitment toward family business has been identified as a key desirable attribute of their successors. However, not all family members are equally qualified or competent to make a positive contribution to their firms. Perhaps the lack in competence is compensated by their dedication and commitment toward their firms (Aldrich and Langton, 1998). Committed family members are more likely to pursue a career in their family business, be cooperative in performing their role in the leadership transition, and be satisfied with the succession process (Handler, 1989; Sharma, 1997; Dyck et al., 2002). Based on these findings, researchers have sought ways to assess and encourage successor's commitment toward the family business (e.g., Keating and Little, 1997; Gilding, 2000).

In the present study, the operational definition of family business would be a definition from Poza (2010) which defined family business as a business that has an ownership control by two or more members of a family or a partnership of families, strategic influences by family members on the management of the firm, concern for family relationships, and intent to continue business across generation.

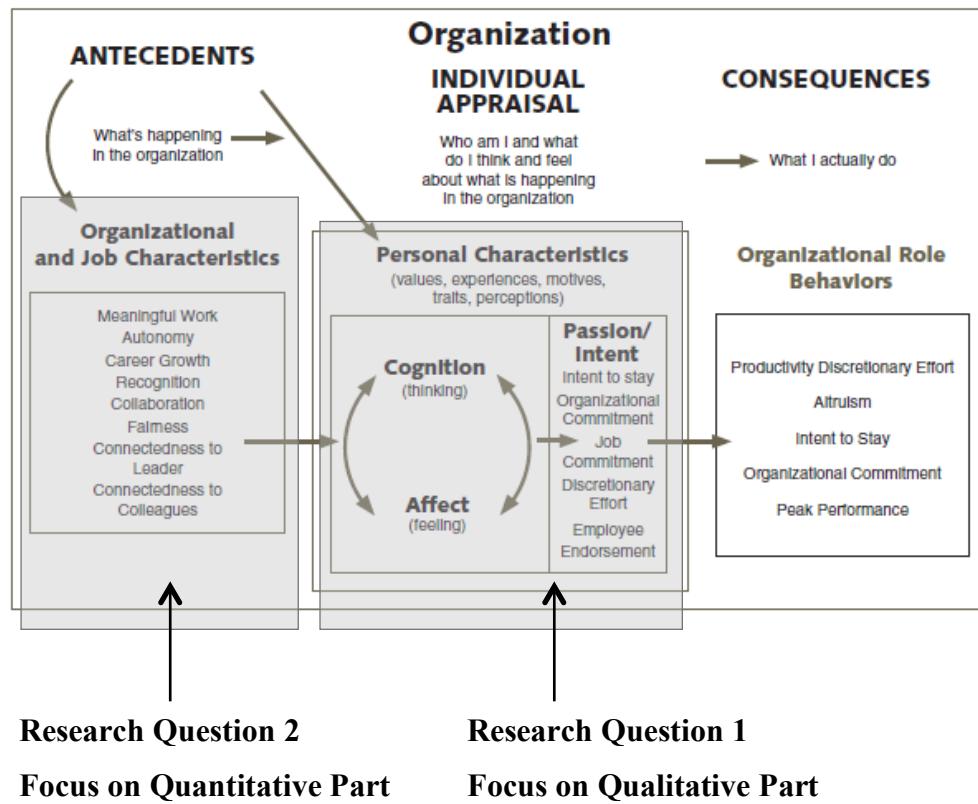
In particular, the present research seeks to explore and understand successors who pursue a career in their family business. Family business for this study refers to a business that has an ownership control by two or more members of a family or a partnership of families and strategic influences by family members on management and also concern for family relationship and intent to continue business across generation. This research intended to focus on Thai SMEs businesses, which run and owned by family members. Furthermore, successor, a family business member who related by blood or by law that could assume managerial control of a family business when the incumbent steps down would be the subject of the present study.

Successors join their family business for a multitude of reasons. Successors may feel obligated to pursue a career in family business. The prevailing family norms, gender and birth-order might affect individual decision. For some, the decision to pursue a career in their family firm may be guided by their perceptions of the financial and social opportunity costs involved for not doing so. Next-generation family member may feel bound to the business by the perception of a lack of career options available for them outside their family firm. Moreover, an individual may desire to follow a course of action because its relevance to the target. Meaning that individuals perceive an alignment between identity of self and that of an organization, and career interests and opportunities available in the organization.

Previous studies on succession tend to revolve finding the important factors affecting the transition and seeking out an effective transition practice. The preparation level of heirs, such as, a successor motivation to join firm (Sharma and Irving, 2005; Jiratdatch Laorsthainkul, 2011) or the relationship among family members, and succession experience were focused as a popular topic being studies. It can be seen that successor plays a critical role in effecting family business. Understanding the unique characteristics of family business and thus formulate strategies based upon it would help family firm success in both business performance and successfully transferred from one generation to another in ways that do not exist in non-family firms (Poza, Hanlon, and Kishida. 2004: 101).

## 2.4 Chapter Summary

The ideas presented in the literature review suggest that work passion could contribute to positive individual and organizational outcomes. Previous studies have been focusing on the extent to which employees are passionate about their job or their organization. But there are only a small number of published articles that analyze work passion empirically among entrepreneurs. Due to the lack of studies on work passion especially passion of the entrepreneur, the present research aims to shift the light to an entrepreneurial side in gaining more understanding about work passion especially in a family firm context. Since work passion is a fuel that powers a venture, family business entrepreneurs who are passionate about multiple factors may engage in greater innovation, development and growth over time. Research on family business pointed out that most family firm won't last to the third generation. Though, several explanations and reasons could be back up for why family firm fail or success. Passionate entrepreneur would surely be one of the reasons behind the success story. However, entrepreneurial scholars have some doubted about whether family business entrepreneurs passionate about the business itself, the products, the services they produce, or just passionate working with their family. Successors' passion could impact the overall performance and sustainability of the business. Thus, this research aims to examine work passion and find factors that could lead to work passion for family business successor. The literature helps raise an interesting question guiding this research as what are the factors leading to work passion for successors in family business. The research framework guiding this study to serve research question 1 and research question 2 was shown in Figure 2.3. The next part will move on to discuss about the methodological of this study.



**Figure 2.3** Research Framework

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

This study was designed to (1) explore the meaning of work passion for successors in SMEs family businesses, and (2) find factors leading to work passion for successors in SMEs family businesses. The purpose of this chapter was to describe the research design and methodology of the study. This research incorporated both qualitative and quantitative elements. Research question 1 would employ qualitative method to answer research question. While quantitative method would be conducted to serve research question 2. The following topics were presented:

- 3.1 Participants, Instrumental and Analyses for Qualitative Part of the Study
  - 3.1.1 Participants
  - 3.1.2 Interview Protocol
  - 3.1.3 Qualitative Examination
- 3.2 Participants, Instrumental and Analyses for Quantitative Part of the Study
  - 3.2.1 Participants
  - 3.2.2 Instrumentation
  - 3.2.3 Evaluation Criteria
  - 3.2.4 Quantitative Analyses
- 3.3 Procedure
  - 3.3.1 Pilot Study Data Collection
  - 3.3.2 Data Collection
- 3.4 Validity and Trustworthiness
- 3.5 Chapter Summary

### **3.1 Participants, Instrumental and Analyzes for Qualitative Part of the Study**

#### **3.1.1 Participants**

For the qualitative part of the study, the participants were successors of family business. The participants' selection based on purposive and convenient sampling, which is same as quantitative part but limited to successors only. The participants must first confirmed that their companies were self-identified as being both family-owned by having two or more members of a family or a partnership of families active in firm management and strategic influences by those members of their firms. The respondents must be family business successors who related to the family business by blood or by law that could assume managerial control of a family business when the incumbent steps down without judgment about willingness, ability, training, or resource. The successors must be played a leading role in the family business, be delegated control responsibilities, and be integrated with the position that they would be given so they could easily become familiar with the business and would have good understanding about it. All participants were contacted by phone or e-mail and asked if they would be willing to share their story for research and educational purposes. Then, the appointments were made for a face-to-face interview and all interviews were recorded in audio format.

There were a total of 12 interviewees from 5 companies across different industries. The participants were selected based on purposive and convenience sampling and their willingness to join an interview. The majority of participants were the successors that derived from Thai-Chinese Chamber of Commerce (TCCC) and from snowball sampling technique. To answer research questions 1 and 2, researcher started to ask prospect participants to join an interview first. For those who were willing to join an interview would be appointed and asked if they would like to participate in the survey section. The survey in this study collected the data from the total of 400 participants. The interviewees consisted of 12 successors and equally balanced the gender of participants so as to have some variation of the idea in the data. Among the 6 participants, 6 (50%) were males, and 6 (50%) were females.

There were 9 (75%) participants were represented 1<sup>st</sup> generation of their family businesses, while 3 (25%) were represented 2<sup>nd</sup> generation. The average age of participants was 34.95 (SD= 9.42). For educational level of participants, 5 (41.67%) reported having a bachelor degree, while 7 (58.33%) with master degree (see Table 3.1).

**Table 3.1** Descriptive Statistics for Education Background of the Interviewees

Education	N	Percentage
Bachelor's degree	5	41.67%
Master degree	7	58.33%
Total	12	100%

The 5 companies in which the participants worked were in the following industries: Agricultural Products (33.33%); Food and Beverage (16.67%); Floral (8.33%); Hotel Supplies (16.67%); and Machinery and Accessories for transportation (25%) (see Table 3.2).

**Table 3.2** Descriptive Statistics for Business Industries of the Interviewees' Companies

Industry	N	Percentage
Agricultural Products	4	33.33%
Food & Beverage	2	16.67%
Floral	1	8.33%
Hotel Supplies	2	16.67%
Machinery & Accessories for transportation	3	25%
Total	12	100%

The position each interviewee reported was included: top manager, middle manager, and staff level. The average length of time interviewees spent working in

their family businesses was 5 years and 5 months ( $SD= 4.96$ ). To assure confidentiality and make the interview data more personal, pseudonyms were assigned to each interviewee. Demographic information for each interviewee was shown in Table 3.3.

**Table 3.3** Pseudonyms and Demographic Information of the Interviewees

Interviewee	Pseudonyms	Gender	Age	Gen of Successors*	Position	Type of Business
#1	Ann	Female	32	1 <sup>st</sup>	Finance & Accounting Manager	Import & Export (Agricultural products)
#2	Aon	Male	30	1 <sup>st</sup>	Sales & Marketing Manager	Import & Export (Agricultural products)
#3	Aod	Female	27	1 <sup>st</sup>	Employee	Import & Export (Agricultural products)
#4	Amm	Male	24	1 <sup>st</sup>	Employee	Import & Export (Agricultural products)
#5	Ploy	Female	29	1 <sup>st</sup>	Sales Manager	Production Company (Food & Beverage)
#6	Poj	Male	28	1 <sup>st</sup>	R&D Manager	Production Company (Food & Beverage)
#7	Pun	Male	32	1 <sup>st</sup>	General Manager	Import & Export (Flowers)
#8	Nan	Female	33	1 <sup>st</sup>	Sales & Marketing Manager	Trading (Hotel Supplies)
#9	Pam	Female	37	1 <sup>st</sup>	Financial Manager	Trading (Hotel Supplies)
#10	Man	Male	33	2 <sup>nd</sup>	Sales Manager	Trading (Machinery & Accessories for transportation)
#11	Ake	Male	40	2 <sup>nd</sup>	Managing Director	Trading (Machinery & Accessories for transportation)
#12	Noon	Female	27	2 <sup>nd</sup>	Sales representative	Trading (Machinery & Accessories for transportation)

**Note:** \* Generation of Successors

0 = Founder

1<sup>st</sup> = First generation of successors

2<sup>nd</sup> = Second generation of successors

### **3.1.2 Interview Protocol**

A series of open-ended questions was used to explore the constructs in an interview with successors (see Appendix A). The interview was used to serve research question 1 in order to find what work passion is for successors to strive for their SMEs family businesses. The interview protocol consisted of 5 open-ended questions and tentative probes. They would typically between 60-90 minutes long. Open-ended questions were considered optimal because of the exploratory nature of the study (Saunders, Lewis, and Thornhill, 2007). The structure of an interview started by asking interviewee to draw a picture of how they think of being in the family business. Interviewer also asked interviewee to elaborate more concerning the meaning of picture drew. Later, interviewee was asked to express how they think of work passion and what could possibly be the reasons that evoke work passion to occur. Next, interviewee was asked to give an example of tasks or activities that drive work passion for them. Lastly, interviewee was asked to think of an ideal organization that drives work passion for them to strive for family business.

Interviewers probed during the interviews to obtain a greater understanding of the opportunity, sources of inspiration, venture creation, growth stages, and keys to success. Although particular constructs were perceived to be important to passion, there was a high degree of uncertainty about how the constructs related to one another. Open-ended interviews offered the opportunity to collect rich data on what might be happening from the perspective of each participant (Eisenhardt 1989; Marshall and Rossman, 2006). The aim was to get first-person explanations of a specific domain of experience, here of the venturing experience, where participants in the interviews set the course of the dialogue and are free to describe their experiences in whatever level of detail they wish.

### **3.1.3 Qualitative Examination**

For the qualitative part of the study, researcher was systematically examined using Moustakas's (1994) guidelines consisting of six steps: data transcribing, data managing, reading and memoing, describing, classifying, and interpreting.

### 3.1.3.1 Data Transcribing

After all the interviews were conducted, I transcribed them by listening repeatedly to the audio file to familiarize myself with the data and gain the understanding of the nature of the responses. I made transcripts that represented the interview conversation as accurately as possible (see Appendix D). The transcripts were verbatim. All of the interviews were in Thai, however, I did the translation into English.

### 3.1.3.2 Data Managing

The data from the interviews were stored in a computer file. Researcher jotted down notes and ideas in the right margin of each page. For a key word or meaningful sentence, I highlighted using different colored tab for identifying its theme. Each transcript had an identification at the top of the first page. Each line was numbered for purposes of analysis when referring to sentence or meaningful word unit. The data was stored and backed them up on a hard drive and hard copy.

### 3.1.3.3 Reading and Memoing

In regard to understand experience and perception concerning work passion form the perspective of the respondent, I repeatedly read each of the transcripts up to 3 times. For any thoughts, concepts, or emergent ideas arise, I recorded in the right margin on the transcripts. The initial codes and tentative topics were developed in this stage.

### 3.1.3.4 Describing

The theoretical framework for this study was passion for work as articulated by Zigarmi et al. (2011), and passion for entrepreneurs, as articulated by Cardon (2010). This frame guided this part of the study by focusing attention on the examination of the data relating to how passion is emerged, what it is like and what drive it from the perceptions of the interviewees. I explicitly described the theoretical background that guided my study in the writing of my research so the readers can understand and use their judgments in interpreting the results accordingly. Although the focus was within this framework, I simultaneously had to be sensitive to other issues that emerged in the data.

### 3.1.3.5 Classifying

Researcher used the meaning of analysis context as the unit of analysis for coding and also looked for description. This means that the data is not coded sentence by sentence or paragraph by paragraph, but coded for the meaning. The statements of meaning were listed and grouped into meaning units. In this step, researcher tried to pull out the core themes related to work passion within each story, and to compare these themes across the stories. Specific words such as passion, love, excitement, and who or what I am, as well as the context were focused. The meaning units were reported as themes. This step was quite flexible and the thematic topics might be modified as the data suggested.

### 3.1.3.6 Interpreting

For interpreting the data, I integrated my individual textual descriptions of successor work passion and exhaustively scrutinized all possible ways of interpreting, categorizing, and constructing a description of the participants' perceptions and attitudes regarding work passion for successor in family business. Then, I integrated the results from each step and from all participants to build an overall description of what constitute as work passion for successor in family business and what could possibly be the factors behind it.

To summarize this qualitative analytic method, the guidelines were (1) familiarizing yourself with your data, (2) generating initial codes, (3) the researcher read throughout each transcript to immerse in the data, (4) reviewing themes, (5) defining and naming themes, and (6) producing the report.

## 3.2 Participants and Instrumental for Quantitative Part of the Study

Quantitative techniques can measure specific characteristics through structured data collection procedures from a large representation sample, so that the results can be projected to the entire population. This research approach was to provide a concise answer to the research question 2 through the acquisition and analysis of information that can be aggregated from the survey data. The results could be generalized where a certain context is to be relevant to the area of study.

### 3.2.1 Participants

For this study, successors from Thai small and medium enterprises (SMEs) that operates and have an ownership control by a group of family would be research population. However, the exact number of Thai family business that operates in a form of SMEs is now unknown as there is a scarce in research and study in this area. Figures from Department of Business Development (Department of Business Development, 2013) showed that 684,730 companies were registered as SMEs. Table 3.4 provides definition of SMEs by staff head count and total assets value.

**Table 3.4** Definition of SMEs by Staff Head Count and Total Assets Value

<b>Sector</b>	<b>Small Enterprise</b>		<b>Medium Enterprise</b>	
	<b>Head Count</b>	<b>Assets Value</b>	<b>Head Count</b>	<b>Assets Value</b>
	<b>(Person)</b>	<b>(Million Baht)</b>	<b>(Person)</b>	<b>(Million Baht)</b>
Production	No more than 50	No more than 50	51 - 200	50 – 200
Wholesale	No more than 25	No more than 50	26 - 50	50 – 100
Retail	No more than 15	No more than 30	16 – 30	30 – 60
Service	No more than 50	No more than 50	51 - 200	50 – 200

**Source:** The Office of SMEs Promotion (OSMEP), 2009

By using Krejcie and Morgan (1970) technique, the sample size of this quantitative study comes from approximately 384 companies (95% confidence level). The selection of the family business would be based on purposive sampling. The key selection criteria were;

- 1) Company must have an ownership control by two or more members of a family or a partnership of families.
- 2) Company must be in at least 2<sup>nd</sup> generational stage of family business ownership.
- 3) Company must have a SMEs employment size.

In Thailand, ethnic Chinese entrepreneurs control large and diversified conglomerates. The Sino-Thai community has played an important role in developing Thailand's private sector. Ethnic Chinese companies are among the largest, and the smallest, businesses in the country. They are represented in every area of commerce and industry and their business methods range from the most traditional to the most modern one. The Sino-Thai community is active, in virtually all sectors, including agriculture, manufacturing, banking and finance, construction, real estate, and retail and wholesale trading (Mackie, 1994). Mackie (1994) pointed out the unique characteristic of Thai economy that there was no indigenous business entrepreneurs exist. He also asserted that even small businesses especially retailing in Thailand were mostly owned and operated by Sino-Thais. The original founding families dominate the private sector by both owning and operating across generations (Mackie, 1994). Moreover, in large Sino-Thai controlled companies, the children of the family business founder often hold very senior and visible position (Mackie, 1994).

The ethnic Chinese businesses in Southeast Asia are small to medium sized and are family owned (Mackie, 1994). Ethnic Chinese communities tend to establish a range of formal and informal organization or mutual help networks that support and develop their interests. Through their extensive networks, the Thai-Chinese Chamber of Commerce (TCCC) has been one of the most powerful and active organizations with many members among Sino-Thai businesses. Thus, in this study the family businesses that are member of Thai-Chinese Chamber of Commerce would be the majority site of the study. The selection of participants would be based on convenient sampling. However, some of the participants may not member of Thai-Chinese Chamber of Commerce but they must be matched to all selection criteria assigned.

Members of each family business including owner, and successor were contacted and asked if they would volunteer to participate in a survey. The survey questions were designed to serve research question 2. The survey were distributed through postal service, online link attached to e-mail, online link attached within mobile application, or face-to-face methods. The qualitative and quantitative studies were conducted simultaneously and if participants were willing to participate in an interview then a face-to-face interview was conducted before handling the questionnaire. The reason that researcher would conduct an interview before handling

questionnaire was because researcher aimed to receive an independent information for participants.

There were a total of 400 respondents participating in the quantitative part of the study. For those who reported their gender, there were 220 (55%) males and 180 (45%) females. Data incorporates the characteristic of participants appears in Table **3.5.**

**Table 3.5** Descriptive Statistics for the Characteristics of Participants

<b>Demographic Variable</b>	<b>N</b>	<b>Percentage</b>
Gender		
Male	220	55.00
Female	180	45.00
Total	400	100.00
Age		
Below 20	0	0.00
20-29	132	33.00
30-39	192	48.00
40-49	31	7.75
50-59	35	8.75
Above 60	10	2.50
Total	400	100.00
Generation		
Founder	40	10.00
1 <sup>st</sup> generation	224	56.00
2 <sup>nd</sup> generation	121	30.25
3 <sup>rd</sup> generation	15	3.75
Total	400	100.00
Level of Education		
Undergraduate	24	6.00
Bachelor degree	143	35.75
Master degree	222	55.50
Doctoral degree	11	2.75
Total	400	100.00

**Table 3.5** (Continue)

<b>Demographic Variable</b>	<b>N</b>	<b>Percentage</b>
Position		
Operation	5	1.25
Staff	20	5.00
First-line manager	71	17.75
Middle manager	92	23.00
Top manager	191	47.75
Other	21	5.25
Total	400	100.00
Length of work		
Less than 1 year	37	9.25
1-3 years	119	29.75
4-6 years	106	26.50
7-10 years	63	15.75
More than 10 years	75	18.75
Total	400	100.00
Length of business operation		
Less than 10 years	36	9.00
11-20 years	160	40.00
21-30 years	102	25.50
31-40 years	44	11.00
41-50 years	41	10.25
More than 50 years	17	4.25
Total	400	100.00
No. of employee		
Less than 15	114	28.50
15-30	94	23.50
31-50	99	24.75
51-200	93	23.25

**Table 3.5** (Continue)

<b>Demographic Variable</b>		<b>N</b>	<b>Percentage</b>
	More than 200	0	0.00
	Total	400	100.00
Type of business			
Production	Food & Beverage	42	10.50
	Textile/Leather	48	12.00
	Wood/Paper/Printing	7	1.75
	Rubber/Chemical/Plastics	38	9.50
	Ferrous/Non-Ferrous	33	8.25
	Machinery & Accessories for transportation	34	8.50
Trading	Retailing	18	4.50
	Wholesaling	11	2.75
	Retailing & Wholesaling	12	3.00
Service	Hotel/Tourism/Restaurant	30	7.50
	Creative & Design	17	4.25
	Logistics	19	4.75
	Healthcare	19	4.75
	Construction	16	4.00
	Import/Export	52	13.00
	Other	4	1.00
	Total	400	100.00

### 3.2.2 Instrumentation

The languages for all instruments were in Thai language. Prior conducting the study, 25 family business successors, 3 family business owners, and 2 family business employees completed the survey, indicated whether or not the format, instructions, and items were clear and assess the confusion of language used. Also the time spent completing the survey were reported and additional comments were also provided.

For quantitative survey, two measures (work passion, and factors leading to work passion) and one set of demographic questions were included (see Appendix B).

### 3.2.2.1 Passion

An adapted version of Chotiros Dumrongsanti and Wasita Boonsathorn (2010) passion scale was the measure of family business successor work passion. The work passion scale for family business successor consists of a series of items having 5-point scales in the Likert format (5=Strongly Agree...1=Strongly Disagree) that reflect passion outcomes based on respondent opinion (Appendix B, Section2). The total of 25 questions were designed to evaluate dimension of passion as follow:

1) Intent to stay which refers to the behavioral commitment and attachment of successor that result in willingness to take care and stay with an organization. This part consists of 5 items as shown in question number 1, 2, 3, 4, 5. All of which are a positive question.

2) Absorption and striving for excellence that refers to a concentration, an effort and devotion that successor put into task assigned and beyond in order to achieve excellence. This part consists of 5 items as shown in question number 6, 7, 8, 9, 10. All of which are a positive question.

3) Creative and eagerness to learn refers to individual creativity and intellectual consideration by using reason-based for continuous learning, improvement along with a production of novel and useful ideas and actions. This part consists of 5 items as shown in question number 11, 12, 13, 14, 15. All of which are a positive question.

4) Exertion and never give up refer to an individual persistence and exertion despite failures, impediments, or threats by putting time and effort toward tasks. This part consists of 5 items as shown in question number 16, 17, 18, 19, 20. All of which are a positive question.

5) Organization endorsement: It refers to successors' positive attitude toward organization goals, values, and beliefs. This includes the sense of ownership of an organization and willing to be positively mentioned about organization to others. This part consists of 5 items as shown in question number 21, 22, 23, 24, 25. All of which are a positive question.

The reliability coefficients of work passion scale that Dumrongsanti and Boonsathorn (2010) reported for their study were relatively high (Alpha of .870 for intent to stay, of .852 for Striving for excellence, of .751 for eagerness to learn, of .791 for exertion and never give up, and .807 for organizational endorsement).

### 3.2.2.2 Factors Leading to Work Passion

To measure factors leading to work passion, the characteristics of factors influencing work passion guided by Zigarmi, Houson, et al. (2009) combined with items developed by Cardon et al. (2013) were adopted to build survey questions. The factors were identified according the literature reviewed. The factors could be divided into 4 categories; organization factor, job factor, relationship and family factor, and role factor. According to literature reviewed, each of which were considered as an influencing factors for leading work passion for entrepreneur or in this case, family business successors. The scale measure factors leading to work passion for family business successor consists of a series of items having 5-point scales in the Likert format (5=Strongly Agree...1=Strongly Disagree) that represent each factors. The total of 30 questions was designed to measure each factors as follow:

- 1) Collaboration refers to the extent to which family and company encourage the sharing of ideas, teamwork, and collaboration on projects and tasks. This part consists of 3 items as shown in question number 1, 2, 3. All of which are a positive question.
- 2) Performance expectation refers to the extent to which successors feel that their work is compared to an agreed-upon standard and understand what is expect of them especially in the eye of family members. This part consists of 3 items as shown in question number 4, 5, 6. All of which are a positive question.
- 3) Procedural justice refers to the extent to which policies and procedures are consistently and fairly applied. This part consists of 3 items as shown in question number 7, 8, 9. All of which are a positive question.
- 4) Meaningful work refers to the extent to which successor understands and resonate work with the business' purpose and believe he is working on projects that matter and produce positive results. This part consists of 3 items as shown in question number 10, 11, 12. All of which are a positive question.

5) Autonomy refers to the extent to which successor can choose how tasks are performed, are trusted to do his jobs, and has the authority to make decisions. This part consists of 3 items as shown in question number 13, 14, 15. All of which are a positive question.

6) Feedback that refers to the extent to which successor receive adequate feedback on performance and is recognized for improvements and ideas. This part consists of 3 items as shown in question number 16, 17, 18. All of which are a positive question.

7) Workload balance refers to the extent to which successor feel he has ample time to accomplish their work without disturbing his personal time. This part consists of 3 items as shown in question number 19, 20, 21. All of which are a positive question.

8) Task variety refers to the extent to which successor feel that they have variety in both the type of tasks and the complexity of tasks. This part consists of 3 items as shown in question number 22, 23, 24. Item number 22 is a positive question and item number 23, 24 are negative questions.

9) Quality of relationship refers to the extent to which successor trust one other is open and honest with other people in family business, has a good cooperative relationship, and work together with others as a team. This part consists of 3 items as shown in question number 25, 26, 27. All of which are a positive question.

10) Roles identity refers to distinct entrepreneurial role identities that focus on the active self of successor. This part consists of 3 items as shown in question number 28, 29, 30. All of which are a positive question.

The series of 30 questions presented in Appendix B, section 2.

### 3.2.2.3 Demographic Information

The demographic information was solicited in Section 3 of the questionnaire (See Appendix B) as well as after each interview was over. The participants provided information concerning their gender, age, generation, education, job position, year of working, year business was founded, generational stage of ownership, number of employee, and type of business. The question format in this section was in a form of checklist.

### **3.2.3 Evaluation Criteria**

The criteria used in this study were considered based on the type of each questions.

<b>Answer</b>	<b>Positive Question</b>	<b>Negative Question</b>
Strongly disagree	1	5
Disagree	2	4
Neutral	3	3
Agree	4	2
Strongly agree	5	1

### **3.2.4 Quantitative Analyses**

The quantitative data gathered from survey section 1 to 3 were analyzed using several techniques.

3.2.4.1 Percentage, Mean, and Standard Deviation were used to tabulate data relating to demographic items and also utilized as descriptive statistics. These included percentage by gender, age, generation, education, job position, year of working, age of the business, generational stage of ownership, number of employee, and type of business.

3.2.4.2 Multiple Correlation was adopted to measure the linear strength of relationship between independent (factors leading to work passion) and dependent variables (work passion and its five components).

3.2.4.3 Multivariate General Linear Model was adopted to measure the relationship of the predictive variables (factors leading to work passion) to the dependent variables (work passion and its five components). By using the method of multivariate general linear model, researcher was enabled to calculate the contribution of predictive variable by looking at the significant value of the F-test of each predictor. In this study, multivariate general linear model analysis was also used to measure the relationship of factors leading to work passion and work passion as in research question 2.

### **3.3 Procedure**

The study employed both qualitative and quantitative methods to answer research questions. Both qualitative and quantitative studies were conducted simultaneously to serve data triangulation purpose and some participants of each study might be overlapped. Thai family businesses that operate as SMEs would be the site of this study. To be more specific, a member of Thai-Chinese Chamber of Commerce would be the majority participant for this study.

#### **3.3.1 Pilot Study Data Collection**

Data collection for the pilot study consisted of an online survey hosted by Google Form. There were 2 series of surveys for two types of respondents; successor and other family business member. The first set of survey aiming to get responses from family business successors him/herself (Appendix B). While the second set of survey was creating for data triangulation purpose by aiming to get responses from other family business member of how they think of their family business successor in the same question of successor being asked (Appendix C).

The instrument was comprised of 64 items: 25 items for Work Passion, 30 items for Factors leading to Work Passion, and 9 demographic items. For the pilot test, surveys were sent to a convenient sample of 30 participants from Thai SMEs Family Business. Online link attached in an e-mail and also online link attached in mobile application (LINE) were means for sending surveys to all participants during pilot test. The response rate for this process was 100%. An analysis of the data from this pilot test revealed that some revisions were needed for the survey. After the changes were made, it was determined that additional pilot test was not necessary.

#### **3.3.2 Data Collection**

Data was collected during the months of May and July 2015. This study was based on convenience sampling for both the qualitative and the quantitative part. To answer research question 1, qualitative study in a form of face-to-face interview was conducted. The participants for qualitative part were contacted by phone, e-mail, and in-person to ask for permission in conducting an interview. After getting a permission

to conduct an interview, the date, time, and place were appointed. The interviews were required approximately 60-90 minutes. The interviews took place in the participants' private offices, café, or home. Before starting an interview, participants were informed about the general information of the study, purpose and procedures of the study, the risks and the benefits of the study, their right not to answer any questions, and confidentiality safeguards. I also asked for permission to record the interview. In framing and conducting the interviews, I am considered how to open the interview with an appropriate choice of language, how to phrase the questions in an unprovocative manner, how to use listening skills including prompting and pausing, how to test and summarize that understanding is clear, and how to record data.

The structure of an interview was started by asking interviewee to draw a picture of how they think of being in the family business. Interviewer asked interviewee to elaborate more concerning the meaning of picture drew. Later, interviewee was asked to express how they think of work passion and what could possibly be the reasons that evoke work passion to occur. Next, interviewee was asked to give an example of tasks or activities that drive work passion for them. Lastly, interviewee was asked to think of an ideal organization that drives work passion for them to strive for family business. The interview procedure would be repeated from interviewee to interviewee until reach data saturation.

Some of the interviewees may be introduced or suggested by previous interviewees, which will be based on snowball sampling technique. After each interview, interviewer thanked the participant and ask whether or not they were willing to take part in a survey. If so, a survey was given and they be informed the process for completing the survey, the risks and the benefits, the time required. After completing a survey, participants were thanked for their time and cooperation and were offered to provide a summary of the study upon completion of the dissertation if he/she is interested.

To answer research question 2, quantitative study in a form of survey were conducted. For the quantitative part, surveys were distributed via postal, a link attached in e-mail, a link attached in mobile application (LINE), and face-to-face. Participants in this section were the owners of family businesses, successors, and employees. Participants will be informed about the process for completing the

survey, the risks and the benefits, and the time required. A consent form and survey will be given to each participant with directions on how completion and due date for its return. The means for distributing survey were divided into 3 means for the total of 400 returned surveys; 22 returned survey via postal service (22% response rate), 183 returned surveys via link attached in e-mail and mobile application, and another 195 returned surveys via face-to-face.

To maximize the participant return rate, researcher provided an introductory letter/preface explaining purpose of the study to encourage the participation and also offering incentive of a Starbucks cash card for those who returned the survey. Those surveys that were distributed by face-to-face method were mainly distributed to the participant while they attended to the get together and group events, which were held by the members of the Thai-Chinese Chamber of Commerce. However, those surveys completed via online link were based on voluntarily basis and it had been forward from one to another participant conveniently then any incentives were not offered through this mean.

To complete the survey, participants first completed the part of the questionnaire involving their opinion for the successors' work passion. In section 2, the questionnaire step further into the factors that might lead to work passion. Finally, the participants would be supplied a variety of demographic information.

### **3.4 Validity and Trustworthiness**

It is imperative that research is trustworthy; therefore it is necessary to ensure validity and reliability in both quantitative and qualitative study. A fundamental concern in this research study was to incorporate appropriate mechanisms that assure the researcher and reader of the quality of the research. While quantitative study relied on measures of reliability and validity to evaluate the utility of a study, qualitative study was evaluated by its trustworthiness. As such, researcher examined the quantitative research instruments in term of its validity and reliability. Together with Lincoln and Guba (1985), this study addressed quality in turns of trustworthiness related to credibility, transferability, dependability, and confirmability. A description of each was included in the following paragraphs.

### **3.4.1 Internal Validity**

The present study was undertaken a form of triangulation of multiple data collection methods by adopting both qualitative and quantitative technique, and multiple data source from the owners of family businesses, successors, and employees in the family businesses. Both qualitative interviews (Part 1) and quantitative survey data (Part 2) were used to measure work passion and its leading factors. A triangulation of data source would not only from the successors but also from people who involved in the family business. Moreover, researchers also aimed to get the rich information from interviewees by focusing on the examination of the data relating to how work passion has been emerged, what it is like and what drive it from the perceptions of the interviewees. To accomplish that, researcher asked interviewees to share and elaborate their experiences related to their work that both induced them to feel positive and negative emotion. Moreover, researcher also checked the validity of participants' answers by asking the similar questions in different ways to see if the answers were consistent and carefully observed for both verbal and non-verbal reactions, which could effects their emotions and behaviors for all participants. However, some of the answers that were not reflected to work passion were excluded in this study. To build the present study more valid, face validity will also be applied by closely examining the items to assure that each scale intuitively reflected the conceptual definitions of the constructs measured. Consistencies in the conclusions to which the two types of data point provided further assurance of internal validity.

### **3.4.2 Reliability**

Cronbach's Alpha served as an estimate of the reliability of the scales used in the study. The reliability of the pilot test and actual data for each scale/subscale, respectively, were presented in Table 3.6.

**Table 3.6** Cronbach's Alpha for Work Passion Scale and Subscales and for Factors Leading to Work Passion Scale and Subscales

<b>Scale/Subscale</b>	<b>Pilot Test</b>		<b>Actual Survey</b>	
	<b>N</b>	<b>Cronbach's Alpha</b>	<b>N</b>	<b>Cronbach's Alpha</b>
<b>Work Passion</b>				
Intent to Stay	30	.837	400	.918
Absorption and Striving for Excellence	30	.803	400	.763
Creative and Eagerness to Learn	30	.789	400	.890
Exertion and never give up	30	.728	400	.848
Organization endorsement	30	.797	400	.819
<b>Factors Leading to Work Passion</b>				
Collaboration	30	.815	400	.935
Performance Expectation	30	.804	400	.840
Procedural Justice	30	.769	400	.776
Meaningful Work	30	.799	400	.741
Autonomy	30	.753	400	.771
Feedback	30	.890	400	.875
Workload Balance	30	.926	400	.789
Task Variety	30	.931	400	.814
Quality of Relationship	30	.855	400	.737
Role Identity	30	.946	400	.866
				.867

The value of Cronbach's Alpha for the overall scale suggested that the reliability of the instrument used was at an acceptable level.

### 3.4.3 External Validity

Since successors of family business were the subject of this study, the inherent limitations must be considered in conjunction with the research findings. For the qualitative part of this study, participants responded to the questions about what is work passion for successor to strive for family business. They were reflecting on their thought. The participants thought about actual behavior and reported. This part of the study help established the external validity in that it could be generalized with care to those who want to build passion in their organization. Also, factor leading to

work passion derived from a quantitative part of the study provided further evidence of external validity. The factors may be used to measure work passion for people in non-family business context.

#### **3.4.4 Credibility**

The truth-value, or credibility, of conclusions in a qualitative study is comparable to the concept of internal validity in quantitative research. Using Lincoln and Guba (1985) and Miles and Huberman (1994) suggestion that research results should be scrutinized according to three basic questions:

- 1) Do the conclusions make sense?
- 2) Do the conclusions adequately describe research participants' perspectives?
- 3) Do conclusions authentically represent the phenomena under study?

I relied on triangulation and member checking to enhance credibility. Consultation with an expert in the field was utilized as an alternate data source. Additionally, rephrasing responses to participants during an interview was to serve as a method to enhance the credibility of this study.

#### **3.4.5 Transferability**

Similar to the concept of external validity in quantitative studies, transferability seeks to determine if the results relate to other contexts and can be transferred to another context (Lincoln and Guba, 1985; Miles and Huberman, 1994). In this study, I sought to enhance transferability by providing a thick, rich description of the interviewees, contexts, perspectives, and findings that surrounded participants' experiences. Moreover, this study also collected the data from the participants across the variety of industries, which helped establishing the transferability of the research results and findings. By providing adequate detail to draw a well-defined context, I allowed readers the opportunity to decide for themselves whether or not the results are transferable to other situations. Thick description and reporting details about the participants helped enhancing transferability of the qualitative data.

### **3.4.6 Dependability**

Similar to the concept of reliability in quantitative research, dependability refers to whether or not the results of the study are consistent over time and across researchers (Lincoln and Guba, 1985; Miles and Huberman, 1994). To address dependability in this study, I relied on consultation with a peer debriefer. The peer debriefer was asked to comment on all aspects of the study, particularly data collection, analysis. The peer debriefer was also asked to comment on the clarity of the research plan and its potential for consistency over time and across researchers. Before interview, I assured participants of the confidentiality of the interview data so that they would be more willing to provide accurate information and thoughts concerning the questions. I also provided a clear operational definition of the term work passion which other researchers could employ or compare their findings. During the interviews, I framed the same questions differently and asked them again to ensure that they understood the questions correctly and to determine whether they would answer the same questions in a similar manner.

### **3.4.7 Confirmability**

Confirmability assumes that the findings are reflective of the participants' perspectives as evidenced in the data, rather than being a reflection of my own perceptions or bias. I enhanced confirmability by bracketing my assumptions about the topic of interest in relationship to my own unique contributions or as they were otherwise brought to my awareness.

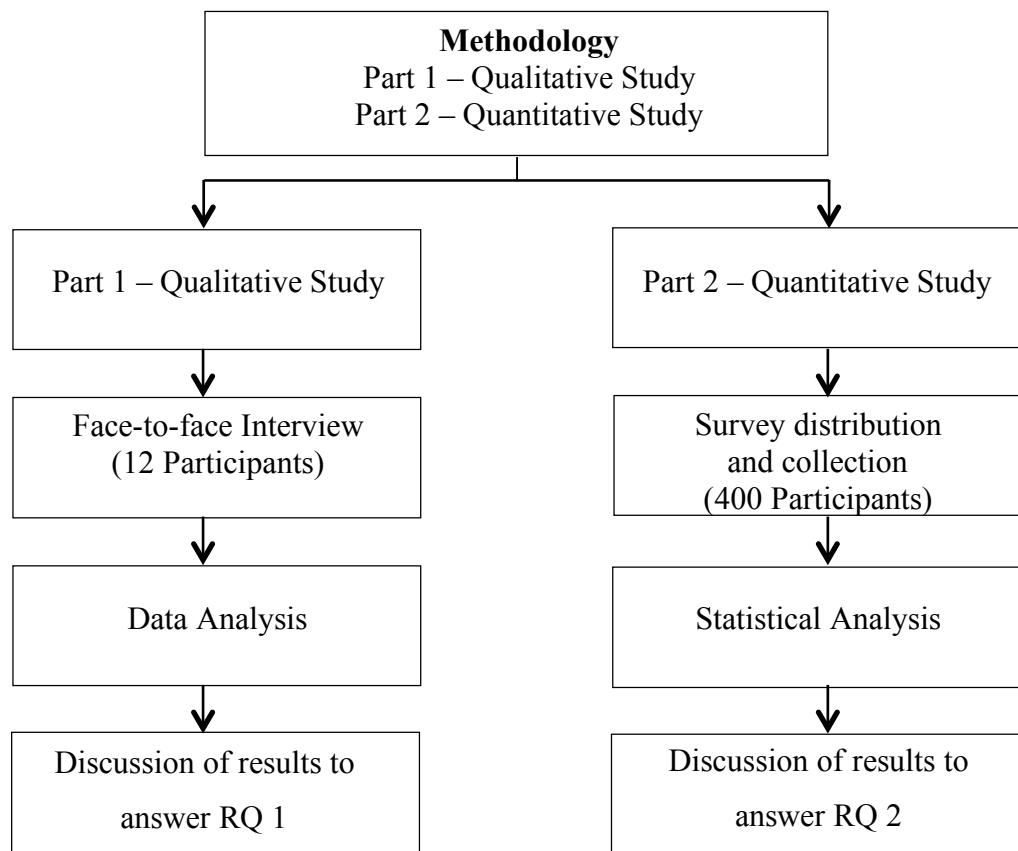
### **3.4.8 Ethics**

All of the participants were treated in accordance to the ethical guidelines of the American Psychological Association (APA). Although there were no identifiable risks for participating in this study, a couple of considerations had been kept in mind when dealing with family sensitive story or issue. There might be the possibility that participants might feel uncomfortable discussing their experiences or talk about personal information and their families. Recalling internal family incidents during the interview could be stressful for some people. I tried to help any overly stressed participants to relax by giving them a break or changing the topic for a moment. In

terms of family internal conflict, providing confidentiality by not disclosing the names of the participants and the names of the companies in the study helped reassure the informants that they were not at risk of any personal or professional sort. All these considerations would be incorporated during the research design stage. Every caution has been taken to ensure that participants felt safe, comfortable, and had the freedom to withdraw from the study if they felt the need to.

### **3.5 Chapter Summary**

This chapter presented a research agenda comprised of a qualitative and quantitative methodology. The study sought to gain an understanding of work passion for successor to strive for family business and where it comes from. A detailed research plan was presented, including both descriptions of the qualitative and quantitative plan, also the plan used to guide these methods. This involved an exploratory study using semi-structured individual interviews and four structured questionnaires. The research was undertaken in the Thai SMEs family business. The research methods section provided a broad overview of the research participants, the type of data collected and the techniques used, the measures used in the quantitative research, and the data analysis procedures employed. The results of the qualitative investigation appeared in Chapter 4, and the results of the quantitative analyses in Chapter 5.



**Figure 3.1** Research Methodology Framework

## **CHAPTER 4**

### **RESULTS OF THE QUALITATIVE ANALYSES**

The purpose of this research study was to (1) explore the meaning of work passion for successors in SMEs family businesses, and (2) find factors leading to work passion for successors to strive for their SMEs family businesses. This chapter sought to answer research question 1 by using an in-depth interview to describe what is work passion for successor to strive for their family business. During the in-depth interviews, participants described their perceptions and experiences about their feeling, emotions, and behaviors related to the work with their family. The interview protocol and the sample of an interview transcript appear in Appendices A and D respectively. The data coding of the interviews followed Moustaka's (1994) guidelines. Moustaka (1994) offered a step-by-step method for examining qualitative data consisting of six steps: transcribing, managing, reading and memoing, describing, classifying, and interpreting. This chapter presents the results of the qualitative analyses. The following topics were presented:

4.1 Participants Background

4.2 Study Findings

*RQ1: The meaning of work passion for successors to strive for their family businesses.*

4.2.1 Contentment

4.2.2 Anxiety

4.2.3 Excitement

4.2.4 Concentration on Developing Family Business

4.2.5 Concern for both Family and Business

- 4.2.6 Nurturing Family Business
- 4.2.7 Peak Performance
- 4.2.8 Persistence to Prove Ability
- 4.2.9 Entrepreneurial Action

## **4.1 Participants Background**

The participants of this study comprised of 12 interviewees from different industries, which could help establishing the transferability of the research results and findings. The general characteristics of the participants were described in Chapter 3 (Table 3.5).

## **4.2 Study Findings**

The research question that informed this study was to find the meaning of work passion for successors to strive for their SMEs family businesses. The research findings that this chapter reports are based on the analysis of both verbal and nonverbal interaction from the interviews. Interviewees contributed differing amount of information and it can be divided into nine major categories that comprise the narrative which include contentment, anxiety, excitement, concentration on developing family business, concern for both family and business, nurturing family business, peak performance, persistence to prove ability, and entrepreneurial action. Although interviewees described their work passion variously, all seem to perceive work passion as an important element for their businesses' success. The summary of findings to serve research question 1 were described in Table 4.1

**Table 4.1** Summary of Findings for RQ1: What is Work Passion for Successors to Strive for their SMEs Family Businesses?

No.	Category	Description
1	Contentment (Happiness, Joy, Love)	An internal satisfaction and being at ease as a result of working and being part of the family business
2	Anxiety (Stress, Worried, Pressure, Guilt)	A negative affective state that result from a rigid persistence due to too much concern on the family business
3	Excitement (Eagerness, Enthusiasm)	An eagerness and enthusiasm to develop the family business
4	Concentration on developing family business	The determination in encouraging creativity and flexibility in the working process so as to improve and sustain family business
5	Concern for both family and business	The contemplation on the affect of interactions between family and business
6	Nurturing family business	The interest and willingness to take care and develop the family business
7	Peak performance	The high performance of successors functioning at their personal best for family business
8	Persistence to prove ability	A strong desire to prove to others that one has an ability to take care and flourish the family business.
9	Entrepreneurial action	A behavior or activity that carries subjective meaning to the successor which viewed through the lens of sensing and being the owner of the business

**Table 4.2** Summary of Interviewees' Responses

No.	Category	Interviewee												Total
		#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	
1	Contentment	✓		✓	✓	✓	✓		✓		✓	✓	✓	9
2	Anxiety	✓	✓				✓	✓	✓	✓		✓		7
3	Excitement		✓			✓	✓	✓				✓	✓	6
4	Concentration on developing family business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		11
5	Concern for both family and business	✓	✓	✓		✓		✓	✓	✓	✓	✓		9
6	Nurturing family business	✓	✓	✓	✓	✓	✓			✓		✓	✓	8
7	Peak performance	✓	✓	✓		✓	✓		✓	✓	✓		✓	9
8	Persistence to prove ability	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		10
9	Entrepreneurial action	✓	✓	✓	✓	✓			✓	✓	✓	✓		9

Nine major categories described work passion for successors in SMEs family businesses were emerged from the data. Direct interview quotes were used to highlight and personalized the data. The quotes were edited for grammatical clarity and all names were disclosed to protect participant identity.

#### **4.2.1 Contentment**

Contentment refers to an internal satisfaction and self-fulfillment that successors had as a result of performing an activity in their family businesses. Contentment on the work was reported as self-generated from within. Participants reported that contentment was derived from the work that fulfilled an individual calling and that was meaningful to them. This work contentment allow successors to feel satisfied due to own actions. Nine of twelve participants reported that they have experienced happiness, enjoyment, and love during engaging in their work activities. Participants revealed that they are happy and proud to be part of their family business. The roles as family business members have fulfilled the meaning of their lives. Not only that participants enjoy doing their works but they also love and concern for the sake of both their family and the business.

“I think work passion is a feeling. Feeling that make you enjoy what you’re doing and turn it into happiness. It’s like you’re fascinated by the thing you do. Passion makes you concentrate and reach to the goal.”

(Man)

Interviewee #10 described that it was a feeling of joy and happiness that fascinated him by the thing he did. Work passion was not only made him happy but it also made him concentrate to his work and eventually reach his goals.

“I couldn’t describe it in word of how much I feel proud working with my family business. But every time I think of it, I secretly feel overwhelming inside my heart and can’t help smiling like a crazy

person.”

(Aod)

Most participants suggested that work passion brought happiness to them. Interviewee #3 (Aod) described her feeling and behavior of how much she felt happy and proud working for her family business. Interviewee #8 (Nan) explained that her love performing this job had provided her a chance to combine it with her skill into creating the best possible work outcomes, “Love doing this job is not only makes me happy but it also gives me a chance to create a masterpiece and impressed my family.” When individual doing something that they love, they felt that it not seem like work anymore. Work passion enabled them to work with their heart. This helped providing a clearer picture of their purpose in holding a role in their family businesses.

#### **4.2.2 Anxiety**

While work passion could lead to positive emotions to an individual, the dualistic mode of passion could also lead individual to experience some negative emotions during engaging in work activity. A rigid form of persistence could lead to negative affective states such as anxiety. An extreme intense emotion may stimulate an obsessive response that could lead individual to have a disproportionate space in their lives. Seven of twelve participants reported that sometimes they experienced negative emotions due to too much concern on their family businesses. Some participants expressed that working in family business could be a very stressful one. The family and business stake were the issues that drive them worried the most. Passionately working might turn into a burden to an individual since it’s hard for them to not concern about it. Moreover, some participants revealed that being successors often get high pressure from other family business members especially the focusing on how they perform for their family business. The obsessive thought on their family business had been created guilt and life conflict to some participants as a result of unbalancing work and personal life. Interviewee #2 (Aon) stated that “Expectation could produce pressure and yeah sometime you get too stressed because you put too much attention on it.”

Some participant revealed that it was crucial to find the balance of work and personal life but the biggest dilemma they faced was that one could not separate the family and the business completely when performing in family business. Interviewee #7 (Pun) stated that “But live a life is not just about work, we need to balance every aspect of our life well. Work passion could be like you holding a giant rock because it’s hard for you not to care about it. You just can’t deny it.”

Moreover, some participants reported that sometimes they faced with an unpleasurable engagement with their work that created guilt to them when choosing work over their family. Interviewee #11 (Ake) revealed that “So that makes me feel guilty every time that I secretly choose my work over my family.”

Disproportionate amount of work passion might produce an unpleasurable engagement and feeling to an individual which could be seen in a form of anger, guilt, fear, pressure, and nervousness. Some participants expressed that they do not always want the obsessing thoughts about the family business but they seem to have it without seeking them. Moreover, they also faced the difficulties controlling those thoughts about their family business. The thoughts had occupied their mind and could lead to anxiety. However, such strong feelings had captured individual attention and motivated individual to perform a purposive action even if facing with difficulties and stresses. Interviewee #8 (Nan) said that “(The thought) It is in my head like all the time even if I tried not to think about it.”

#### **4.2.3 Excitement**

As individual engage in an enjoyable and meaningful activity, they regularly feeling excited and enthusiastic which affect their life in a positive and significant way. Excitement can be described as a keen or animated interest in, and preoccupation with something and is seen as eagerness and devotion. The more enthusiasm successors have for something, the more emotional energy they put into it and the more attention they are giving it to manifest. Their energy goes where their attention goes. The research findings suggested that participants were eager and enthusiastic to develop their family businesses. Most participants put their concern on how to develop both products and process efficiently and effectively. The excitement was mostly seen as participants look forward for the outcomes and feedback that

others have for them. Six of twelve participants reported that they experienced high enthusiasm, energy, mental alertness, and determination while attempted to develop their businesses. Interviewee #12 (Noon) stated that “It’s a fire that energizes you. Fire that make you never afraid of anything. Fire that gives you hope that someday you’ll reach to your success.”

Participants reported that not only that work passion could stimulate their energy to reach the goals but when things didn’t go as plan work passion could also make them persist and determine to start over and eventually reach their goals.

“It is a power inside you that kick you through any situation. When you succeed at something this energy cheer you up. But if you fail, it gives you a chance to start over.”

(Ann)

Moreover, the enthusiastic, the energy and the determination that pushed participants forward could also enhance learning process to an individual to improve both mental and behaviors of an individual.

“. . . It is energy to keep you moves forward. It’s about the enthusiasm you have to keep you learn and learn and learn. Learn from the success and learn from the failure. . . We need to develop this company at its best capacity.”

(Pun)

Participants revealed their need to develop and grow their businesses to the highest point as one can be. Work passion affect them emotionally and act as the source of power that displayed in a form of excitement, eagerness, and enthusiasm toward the opportunity they experienced. Indeed, successors are inherited their businesses, their wealth, their responsibility from their predecessors, the major roles for successors usually falling in the role of being business developer. They tend to combine their contemporary knowledge and skills to their present working

environment. The outcomes of their passionate performance might be ranging from a very creative product and process to a whole new organizational style that enable their businesses to success and sustain through time.

#### **4.2.4 Concentration on Developing Family Business**

The role identity that successors mostly possess was the developer roles. Passionate successors showed their determinant in encouraging creativity and flexibility in their working process so as to improve the whole organization. As successors strongly believed in their roles, they tend to perform in a productive manner with zest and zeal. Despite of countless rejection of their ideas from the senior family business members, successors persisted to gain approval. Participants reported that their thought and mind usually involved in finding the way to improve the weak point of the business, and also to maintain the strength and sustain it for the sake of their family and business outcomes. Eleven of twelve participants reported that they were fully concentrated on their work as they perceived and truly understand of how important it was to continue their family businesses.

“I know why I’m here and I enjoy doing this. I’m very happy to see it grows. Not only the business grows, me and our family grows along.”

(Aod)

“There’s a drive that leads me to be fully concentrated to my work. It’s a devotion that I’m willing to give to prove to my family that I’m going to make it better. With the best education and real life experience that my parents give me, this company must get better and better.”

(Pam)

Work passion is strong feelings that captured individual attention and motivated individual to perform a purposive action even if facing with difficulties and stresses. The cognitive mechanism inside successors’ mind allows providing them a reason to support their own actions. Hence, one of the most important characteristics

of family business is the continuity of its business across generation; successors find it important and vital to sustain their legacy. Successors mentioned the critical thinking abilities to process information to have a strong propensity for developing, impulsive synthesis, and lateral reasoning. In addition, when successors process information to exploit opportunities, analytic thinking abilities and skills are helpful as it helps them generate progressive ideas in developing their businesses.

#### **4.2.5 Concern for both Family and Business**

In a complex system of family business which includes the family and the business together, family business members may involve in the business task system and also be part of the family system. Successor who plays prominent roles of both part of its family and business showed their concern on every possible aspect that might affect both systems. The synergies of the two entities can make positive and satisfactory outcomes for both family and business operations. Nine of twelve participants revealed that they were highly concerned on the effect of business outcomes on their family and in turn, the family influence that might affect the business.

“We need to remind ourselves as much as we can that family decision is not business decision. I need to be careful on every move I make to find the best solution for everyone.”

(Ake)

“Sometimes our family argued in the meeting room and it was really intense. . .but the most important thing that we all kept in mind was to end it in the meeting room. We won’t fight anymore outside that room and never ever took it personally. It is so hard to do but we’ve tried our best.”

(Pam)

Family influence in the business might be seen as sources of complexities and inefficiencies business practices as the concern for family well-being might interfere

with the strategic decisions of the business. Participants revealed that they needed to be cautious and concern on the affects that the two systems; family and business, might interact toward each other. Successors opt to harmonize the possible affect that might interfere both family and business.

#### **4.2.6 Nurturing Family Business**

Participants revealed that they were interested in and willing to take care their family businesses. Eight of twelve participants reported that they are happy and willing to take care of their family businesses. In spite of working at somewhere else, successors choose to work with their family businesses so as to absorb organizational cultures and values. As they understand their roles and know what is expected from them, successors showed their determinant and persistence performance in order to maintain and sustain their family legacy through time.

“It is our business. It is the reason of what we are and what we have today. Take good care of it and make it even better than our parents did is our major goals.”

(Ploy)

Some participants revealed that even in a rough time when there were conflicts among family business members, their work passion helped them manage themselves and pull conscious together so as to solve those conflicts.

“I don’t like when there’s a conflict among us but what can I do. We’re family and we’re all interconnected. The best thing I can do is to try to understand everyone including myself and solve whatever that problem is as fast as I can.”

(Aon)

Moreover, the family meals also reported as proving an educational atmosphere and yield plans to help the family move its business forward while maintaining family harmony.

“We have a dinner talk everyday. During dinner we talked and shared our experiences together. Basically, I telling dad and mum about what I do on that day and ask their opinions in return...This help encouraged our family relationship and boost my confidence to perform on behalf of the owner and I also wants to see it grow in this near future.”

(Pun)

The desire to take care of the family business is clearly seen in most participants. Family business would find it hard to continue the business if there is a lack of concern from family business members. Successful family businesses recognize that taking care of family relationships is critical to keeping the business running smoothly.

#### **4.2.7 Peak Performance**

Peak performance is referred to a high performance when successors functioning at their personal best in their businesses. In describing peak experience, participants described in term of they were excited, enthusiastic, energized, fire, confident, proud, focus, and tension when performing. Moreover, they also reported that during passionately engaged in the activities they experienced a flow like state, which they described as lost in time and space. Some participants talked about the incidents that related to various stages of entrepreneurial process.

“. . .this energy kicks me through any situations. Whether it's negotiating the deal, signing the contract, getting into the bidding, and managing my people, I do my best. I tried to perform the best I can. I think I perform better than I thought especially under high pressure.”

(Ake)

Some participants recalled the experience of peak performance and flow while involving to an intense activity, or rigid deadlines. Participants revealed that during performing at their best they noticed significant change in the level of work

commitment that they put into work. They were willing to perform with high energy and devotion to reach excellent outcomes. Interestingly, participants also mentioned performance excellence in terms of outcomes related to the business and related to the compliments and trust they gained from senior family business members.

“ . . . I really like the feeling when I can finish the project. Sure it did make me headache and lack of sleep while doing it but the outcome is worth every sweat especially when I gain trust from my dad.”

(Pam)

#### **4.2.8 Persistence to Prove Ability**

Participants stated that the major task of being successors is to develop and sustain their family business legacy. In order to do that their skills or potential toward work is an important element for them to gain trust and diminish the doubt that others have about the successor’s ability. Overtime, successors’ ideas and opinions were countless denied and rejected from other family business members. The reasons for rejecting those ideas usually fall into the lack of trust in successor’s ability and the belief that successors are inexperience in the business world. Ten of twelve participants reported that the turn down or rejection of their ideas were sometimes hurt their feelings and lose confidence but it did not make them give up. They have a strong desire to prove to others that they have an ability to take care and flourish the business.

“I won’t give up if my project not accomplished yet. They (other family business members) need to know that I can make it and I can do it well.”

(Pun)

Despite of the pre-judgmental opinions that others had for successors, they managed to turn it around and proved themselves to others that they could do it. Nonetheless, some participants also expressed that failure to him was common. Work

passion allowed him to thrive for what he's looking for and it also made him stronger by learning from the failure.

"People usually think that I can't do it or I'm not competent enough. I learn and I grew over time. Failure is common, it'd rather make me tougher and tougher. I am strong enough to fight for what our family business is thriving for. This business is very important to us, I'll try my best to make it work."

(Man)

To strive to attain their goals, they need to work hard, focus, persist, and leverage their competence into significant work effort. The persistence toward works was reported as commonly seen in a challenging goals related activity. However, some participants reported that even in uncertain or ambiguous feedback during goal attainment, they would not cease but it might have initiated negative form of work passion. To conclude, successors showed their strong persistence and commitment toward their works despite of obstacles especially the interruption they get from how others perceive on their performance. Hence, they tend to persist toward their task by putting time and effort so as to prove to others and him/herself that they have potential and capability in various situations.

#### **4.2.9 Entrepreneurial Action**

Entrepreneurial action is referred to a behavior or activity that carries subjective meaning to the successors that they viewed through the lens of sensing and being the owner of its businesses. This is to say that entrepreneurial actions are actions that related to entrepreneurial activity, which in case of successor is to grow and develop the family business. In response to a theme that emerged from the data, the construct of entrepreneurial action evolved to highlight the importance of how successor perform by not only putting time and effort into work related activities but also the heart of being true entrepreneur. Nine of twelve participants talked about how they acted on behalf of the owner side of the business. Their focus was not limited to the monetary outcome of its business but they are more concerned on a

holistic view of all stakeholder. Some participants revealed that too much concern on everyone and everything could easily turn into stress and pressure but they were constantly remind themselves of the purpose of their own actions.

“. . . every move has an impact. I need to think and act carefully so not to trigger any conflict to family and company. I’m not work as a day by day basis, being owner is different. We need to put ourself in the other’s shoes. Being owner is about what you can and what you have to offer to the world by starting from our employee well-being. It’s not just getting from others, but it’s all about giving. . .”

(Pam)

While interviewee#11 emphasized on the entrepreneurial mindset that successors should possess. The ability and cleverness in continuing family business legacy needed him to continuously develop his skills and be generous to all stakeholders.

“Standing on the top requires all kind of skills and cleverness. Focusing on every small detail would make one goes crazy. It is important for me to develop the skill that can make myself be able to look from the bird eye view, look for a big picture. Doing business, you need to have a big and generous heart. Being true entrepreneur is to accomplish our company goals and also spreading out positive affects to all stakeholders as much as possible.”

(Ake)

Entrepreneurial action is manifested in the form that successors devote and show highly responsible in their work activities. Successors would not only show their high determination toward their role and responsibility but also beyond that to exceed expectation and reach organization excellence. They also are cooperative in as many activities as they can both in good and bad situations so as to recognize, assist, and solve all situations. Work passion has powered them to act in certain ways

that is benefit themselves and the whole organization. Passionate successors tend to have a clear picture of the family business goals, which help them realize and know what to do on behalf of their roles.

### **4.3 Chapter Summary**

This chapter has presented the findings from in-depth interviews contributes to the meaning of work passion for successors to strive for their SMEs family businesses. The total of 12 participants participated in the interviews. Findings of this study suggested that participants described work passion in three major aspects as follow;

**Table 4.3** Summary of Findings for Research Question 1: What is work passion for successors to strive for their SMEs family businesses?

No.	Category
1	Contentment (Happiness, Joy, Love)
2	Anxiety (Stress, Worried, Pressure, Guilt)
3	Excitement (Eagerness, Enthusiasm)
4	Concentration on developing family business
5	Concern for both family and business
6	Nurturing family business
7	Peak performance
8	Persistence to prove ability
9	Entrepreneurial action

In the next chapter, successors' sources of work passion were explored to gain more understanding of the factors that might lead to work passion for successors in family business. The discussion of the findings in this chapter would be presented in Chapter 6.

## **CHAPTER 5**

### **RESULTS OF THE QUANTITATIVE ANALYSES**

The purpose of this study was to (1) explore the meaning of work passion for successors in SMEs family businesses, and (2) find factors leading to work passion for successors in SMEs family businesses. In addition, this chapter sought to answer research question 2 by determining factors leading to work passion for successors to strive for their SMEs family business. This chapter is entitled variable relationships, and also analyzed correlation and multivariate general linear model (GLM) Analysis to address research question 2. The total of 400 samples were participated in this study. Data collection took place from May to July 2015. This chapter presented the results of the quantitative analyses. The following topics were presented:

- 5.1 Research Hypotheses
- 5.2 Cronbach's Alpha for Reliability
- 5.3 Demographic Information
- 5.4 Data Analysis
  - 5.4.1 Descriptive Statistics
  - 5.4.2 Examining the Multivariate Effects
  - 5.4.3 Multivariate General Linear Model (GLM) Analysis
- 5.5 Post Hoc Analyses
- 5.6 Chapter Summary

#### **5.1 Research Hypotheses**

The investigation focused on 10 independent factors, which include; organizational factor (collaboration, performance expectation, procedural justice), job

factor (autonomy, meaningful work, feedback, workload balance, task variety), relationship factor (quality of relationship), and role factor (roles identity) and 5 components of work passion (intention to stay, absorption and striving for excellence, creative and eagerness to learn, exertion and never give up, and organization endorsement) as dependent factors. The main research hypotheses that guided this study were as follow;

$H_1$  : There is an interactional effect of collaboration and the components of work passion

$H_2$  : There is an interactional effect of performance expectation and the components of work passion

$H_3$  : There is an interactional effect of procedural justice and the components of work passion

$H_4$  : There is an interactional effect of meaningful work and the components of work passion

$H_5$  : There is an interactional effect of autonomy and the components of work passion

$H_6$  : There is an interactional effect of feedback and the components of work passion

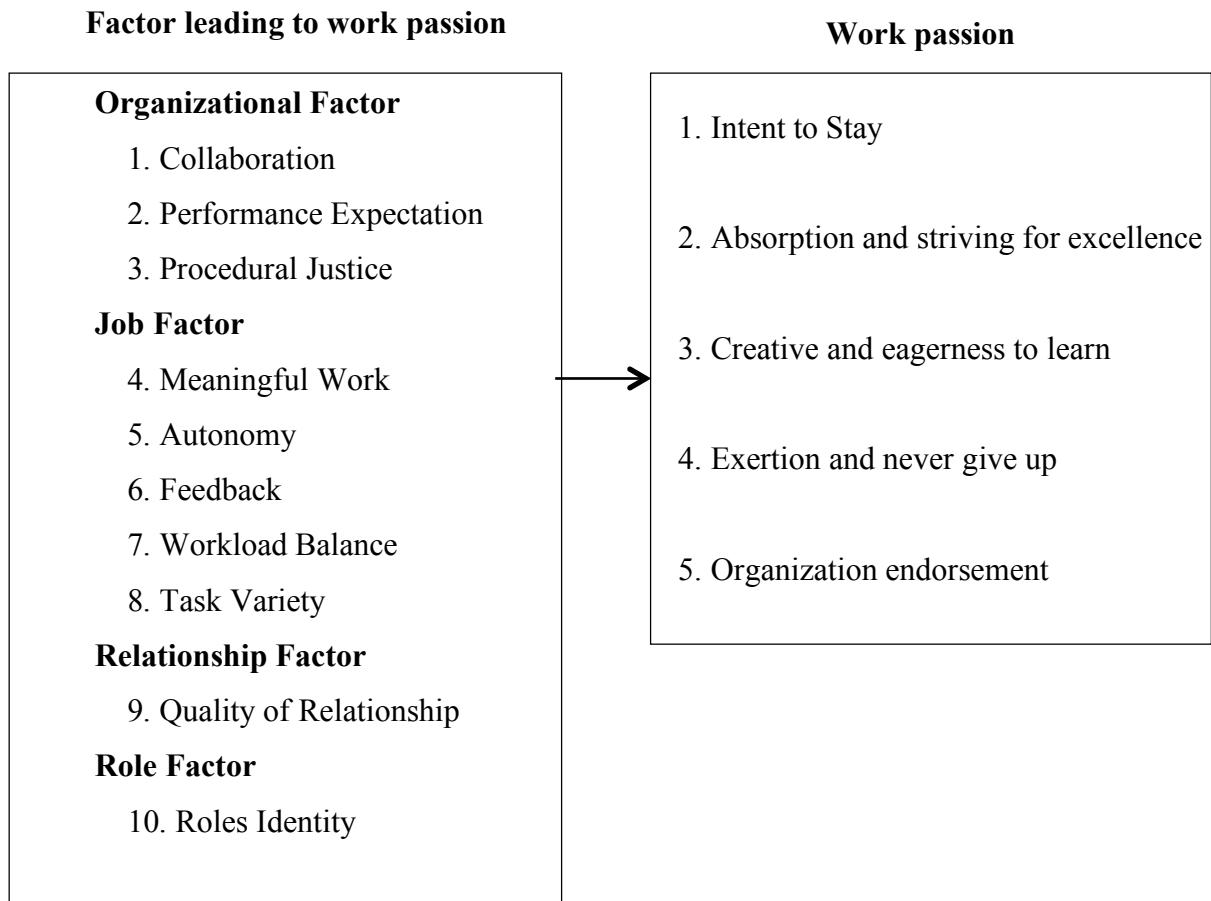
$H_7$  : There is an interactional effect of workload balance and the components of work passion

$H_8$  : There is an interactional effect of task variety and the components of work passion

$H_9$  : There is an interactional effect of quality of relationship and the components of work passion

$H_{10}$  : There is an interactional effect of roles identity and the components of work passion

These main 10 hypotheses would be tested using a multivariate general linear model (GLM) because work passion in the research was broken into 5 dimensions, see Figure 5.1. The multivariate general models were employed to see the significance of independent variables to the overall work passion which were given in section 5.4.2, see Table 5.4.



**Figure 5.1** Research Framework

In section 5.4.2, the independent variables were tested to see if they had an effect on work passion. Next, in section 5.4.3 each of the hypotheses were tested to see which of the 5 components of work passion, as shown in Figure 5.1, were significant with the 10 independent variables. In essence, each of the 10 main hypotheses related to overall work passion has 5 hypotheses of their own when investigating the specific component of work passion. Thus, an additional 50 hypothesis tests were performed in the multivariate general linear model (GLM) and the results were given in Table 5.5. The hypotheses were as follow;

H<sub>1.1</sub> : There is an interactional effect of collaboration and intent to stay

H<sub>1.2</sub> : There is an interactional effect of collaboration and absorption and striving for excellence

H<sub>1.3</sub> : There is an interactional effect of collaboration and creative and eagerness to learn

H<sub>1.4</sub> : There is an interactional effect of collaboration and exertion and never give up

H<sub>1.5</sub> : There is an interactional effect of collaboration and organization endorsement

H<sub>2.1</sub> : There is an interactional effect of performance expectation and intent to stay

H<sub>2.2</sub> : There is an interactional effect of performance expectation and absorption and striving for excellence

H<sub>2.3</sub> : There is an interactional effect of performance expectation and creative and eagerness to learn

H<sub>2.4</sub> : There is an interactional effect of performance expectation and exertion and never give up

H<sub>2.5</sub> : There is an interactional effect of performance expectation and organization endorsement

H<sub>3.1</sub> : There is an interactional effect of procedural justice and intent to stay

H<sub>3.2</sub> : There is an interactional effect of procedural justice and absorption and striving for excellence

H<sub>3.3</sub> : There is an interactional effect of procedural justice and creative and eagerness to learn

H<sub>3.4</sub> : There is an interactional effect of procedural justice and exertion and never give up

H<sub>3.5</sub> : There is an interactional effect of procedural justice and organization endorsement

H<sub>4.1</sub> : There is an interactional effect of autonomy and intent to stay

H<sub>4.2</sub> : There is an interactional effect of autonomy and absorption and striving for excellence

H<sub>4.3</sub> : There is an interactional effect of autonomy and creative and eagerness to learn

H<sub>4.4</sub> : There is an interactional effect of autonomy and exertion and never give up

H<sub>4.5</sub> : There is an interactional effect of autonomy and organization endorsement

H<sub>5.1</sub> : There is an interactional effect of meaningful work and intent to stay

H<sub>5.2</sub> : There is an interactional effect of meaningful work and absorption and striving for excellence

H<sub>5.3</sub> : There is an interactional effect of meaningful work and creative and eagerness to learn

H<sub>5.4</sub> : There is an interactional effect of meaningful work and exertion and never give up

H<sub>5.5</sub> : There is an interactional effect of meaningful work and organization endorsement

H<sub>6.1</sub> : There is an interactional effect of feedback and intent to stay

H<sub>6.2</sub> : There is an interactional effect of feedback and absorption and striving for excellence

H<sub>6.3</sub> : There is an interactional effect of feedback and creative and eagerness to learn

H<sub>6.4</sub> : There is an interactional effect of feedback and exertion and never give up

H<sub>6.5</sub> : There is an interactional effect of feedback and organization endorsement

H<sub>7.1</sub> : There is an interactional effect of workload balance and intent to stay

H<sub>7.2</sub> : There is an interactional effect of workload balance and absorption and striving for excellence

H<sub>7.3</sub> : There is an interactional effect of workload balance and creative and eagerness to learn

H<sub>7.4</sub> : There is an interactional effect of workload balance and exertion and never give up

H<sub>7.5</sub> : There is an interactional effect of workload balance and organization endorsement

H<sub>8.1</sub> : There is an interactional effect of task variety and intent to stay

H<sub>8.2</sub> : There is an interactional effect of task variety and absorption and striving for excellence

H<sub>8.3</sub> : There is an interactional effect of task variety and creative and eagerness to learn

H<sub>8.4</sub> : There is an interactional effect of task variety and exertion and never give up

H<sub>8.5</sub> : There is an interactional effect of task variety and organization endorsement

H<sub>9.1</sub> : There is an interactional effect of quality of relationship and intent to stay

$H_{9.2}$  : There is an interactional effect of quality of relationship and absorption and striving for excellence

$H_{9.3}$  : There is an interactional effect of quality of relationship and creative and eagerness to learn

$H_{9.4}$  : There is an interactional effect of quality of relationship and exertion and never give up

$H_{9.5}$  : There is an interactional effect of quality of relationship and organization endorsement

$H_{10.1}$  : There is an interactional effect of roles identity and intent to stay

$H_{10.2}$  : There is an interactional effect of roles identity and absorption and striving for excellence

$H_{10.3}$  : There is an interactional effect of roles identity and creative and eagerness to learn

$H_{10.4}$  : There is an interactional effect of roles identity and exertion and never give up

$H_{10.5}$  : There is an interactional effect of roles identity and organization endorsement

## 5.2 Cronbach's Alpha for Reliability

Prior to analysis, Cronbach's Alpha was calculated for work passion and factors leading to work passion for successors in SMEs family businesses for both scale and subscale to assess reliability. The reliability estimates for different instruments were shown in Table 5.1

**Table 5.1** Cronbach's Alpha for Work Passion Scale and Subscales and for Factors Leading to Work Passion Scale and Subscales

Scale/Subscale	Pilot Test		Actual Survey	
	N	Cronbach's Alpha	N	Cronbach's Alpha
<b>Work Passion</b>				
Intent to Stay	30	.837	400	.918
Absorption and Striving for Excellence	30	.803	400	.763
Creative and Eagerness to Learn	30	.789	400	.890
Exertion and never give up	30	.728	400	.848
Organization endorsement	30	.797	400	.819
Organization endorsement	30	.815	400	.718
<b>Factors Leading to Work Passion</b>				
Collaboration	30	.895	400	.935
Performance Expectation	30	.804	400	.840
Procedural Justice	30	.769	400	.776
Meaningful Work	30	.799	400	.741
Autonomy	30	.753	400	.771
Workload Balance	30	.890	400	.875
Task Variety	30	.931	400	.814
Quality of Relationship	30	.855	400	.737
Role Identity	30	.946	400	.866
Role Identity	30	.919	400	.867

### 5.3 Demographic Information

Several survey items were included to further describe the general characteristics of the participants. These items included gender, age, generation, education, job position, year of working, year business was founded, generational stage of ownership, number of employee, and type of business appears in Chapter 3 (Table 3.5).

## 5.4 Data Analysis

The variable relationships described in this chapter was to address research question 2: which, if any, of the independent variables of collaboration, performance expectation, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, quality of relationship, and role identity predict the dependent variable of work passion for successors to strive for their SMEs family businesses?

This study utilized a multiple correlation and multivariate GLM analysis to provide the correlations between variables, to determine the significance of the relationships between variables, and to establish whether or not any of the independent variables possess the ability to predict work passion and its five dimensions for successors to strive for their family business. An Alpha value of .05 was used as the level of significance.

### 5.4.1 Descriptive Statistics

The descriptive statistics, displayed in Table 5.2, provided the means and standard deviations for each of the ten independent variables and the dependent variable used in the current study. The means for independent variables were ranging from 3.56-4.14 and .62-.78 for standard deviation. The overall mean and standard deviation for dependent variable was 4.17 and .44 respectively. Moreover, the sub-dimensions of dependent variable showed means ranging from 4.08-4.30, also with the standard deviation ranging from .50-.65.

**Table 5.2** Descriptive Statistics for All Variables

	<b>Variables</b>	<b>Mean</b>	<b>SD</b>	<b>N</b>
Independent	Collaboration	3.97	.65	400
	Performance Expectation	3.98	.63	400
	Procedural Justice	3.88	.70	400
	Meaningful Work	4.14	.62	400
	Autonomy	3.98	.75	400
	Feedback	3.90	.74	400
	Workload Balance	3.81	.77	400
	Task Variety	3.56	.78	400
	Quality of Relationship	4.08	.69	400
	Role Identity	4.14	.66	400
Dependent	Work Passion	4.17	.44	400
	Intent to Stay	4.09	.58	400
	Absorption and Striving for Excellence	4.30	.65	400
	Creative and Eagerness to Learn	4.18	.57	400
	Exertion and Never Give Up	4.17	.57	400
	Organization Endorsement	4.08	.50	400

The correlation value is lie between -1 and +1. -1 represents complete negative relationship while +1 represents perfect relationship between variables. The correlation statistics presented in Table 5.4 provide the correlation and significance level for each independent variable and work passion. Correlations were examined as a check for possible collinearity between independent variables to ensure that scale intercorrelations were not too high which leads to multicollinearity.

**Table 5.3** Correlation Statistics for All Variables

<u>Independent Variable</u>	<u>Dependent Variable</u>					
	Intent to Stay	Absorption & Striving for Excellence	Creative & Eagerness to Learn	Exertion & Never Give Up	Organization Endorsement	Overall Work Passion
Collaboration	.355** (.000)	.550** (.000)	.463** (.000)	.530** (.000)	.556** (.000)	.634** (.000)
Performance Expectation	.461** (.000)	.672** (.000)	.538** (.000)	.525** (.000)	.475** (.000)	.703** (.000)
Procedural Justice	.331** (.000)	.526** (.000)	.443** (.000)	.552** (.000)	.502** (.000)	.614** (.000)
Meaningful Work	.590** (.000)	.615** (.000)	.482** (.000)	.486** (.000)	.500** (.000)	.701** (.000)
Autonomy	.312** (.000)	.176** (.000)	.171** (.001)	.320** (.000)	.093 (.063)	.282** (.000)
Feedback	.473** (.000)	.355** (.000)	.157** (.002)	.162** (.001)	.343** (.000)	.390** (.000)
Workload Balance	.422** (.000)	.374** (.000)	.203** (.000)	.211** (.000)	.250** (.000)	.386** (.000)
Task Variety	.310** (.000)	.405** (.000)	.323** (.000)	.310** (.000)	.030 (.555)	.371** (.000)
Quality of Relationship	.338** (.000)	.345** (.000)	.163** (.001)	.249** (.000)	.215** (.000)	.346** (.000)
Roles Identity	.543** (.000)	.473** (.000)	.355* (.000)	.351** (.000)	.338** (.000)	.542** (.000)

**Note:** \*\*. Correlation is significant at the 0.01 level

### 5.4.2 Examining the Multivariate Effects

In this section, the 10 main hypotheses, which were given in section 5.1, were tested with overall work passion whether it had significant to the overall work passion.

Four multivariate tests to evaluate any main effects are commonly employed in computerized statistical programs: Pillai's trace, Wilks' lambda, Hotelling's trace, and Roy's largest root. The most prominent of these tests in the research literature is Wilks' lambda. Because Wilks' lambda is an inverse criterion, smaller values provide more evidence of treatment effects (Stevens, 2002). To evaluate any multivariate test statistics (including Wilks' lambda) SPSS translates the multivariate test value into a multivariate F-statistic, which can be evaluated as much as any other F-value.

**Table 5.4** Multivariate Tests

Effect	$\lambda$ Value	F	Hypothesis df	Error df	Sig.
Intercept	.518	71.292	5.000	383.000	.000
Collaboration	.894	9.046	5.000	383.000	.000
Performance Expectation	.844	14.179	5.000	383.000	.000
Procedural Justice	.868	11.692	5.000	383.000	.000
Meaningful Work	.852	13.306	5.000	383.000	.000
Autonomy	.815	17.343	5.000	383.000	.000
Feedback	.805	18.528	5.000	383.000	.000
Workload Balance	.936	5.276	5.000	383.000	.000
Task Variety	.882	10.281	5.000	383.000	.000
Quality of Relationship	.947	4.268	5.000	383.000	.001
Roles Identity	.960	3.194	5.000	383.000	.008

The multivariate main effect of organizational factor; collaboration, performance expectation, and procedural justice, all Wilks' lambda value = .000, which are subsequently translated into an F-value of 9.046, 14.179, 11.692 respectively. This F-value is statistically significant (p-value  $.000 < 0.05$ ).

The multivariate main effect of job factor; meaningful work, autonomy, feedback, workload balance, and task variety, all Wilks' lambda value = .000, which

are subsequently translated into an F-value of 13.306, 17.343, 18.528, 5.276, 10.281 respectively. This F-value is statistically significant (p-value .000 < .05).

The multivariate main effect of relationship factor; quality of relationship, Wilks' lambda value = .001, which is subsequently translated into an F-value of 4.268. This F-value is statistically significant (p-value .000 < .05).

The multivariate main effect of role factor; roles identity, Wilks' lambda value = 0.008, which is subsequently translated into an F-value of 3.194. This F-value is statistically significant (p-value .000 < .05).

Thus, the results from multivariate tests in Table 5.4 indicated that independent variables were significant when looking into the five components of work passion.

### **5.4.3 Multivariate General Linear Model Analysis**

In this section, the 50 hypotheses for each of the 10 independent variables and 5 components of work passion were tested. Multivariate general linear model was used to analyze the interactional effect of all independent variables on the 5 components of work passion. The results revealed significant effect for the component of work passion for successors to strive for their SMEs family businesses. Hypothesis 1.1, 1.5, 2.1, 2.2, 2.3, 2.4, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.3, 5.4, 5.5, 6.2, 6.3, 6.4, 6.5, 7.5, 8.1, 8.2, 8.3, 8.4, 8.5, 9.5, 10.1, were supported, while hypothesis 1.2, 1.3, 1.4, 2.5, 3.1, 3.2, 3.3, 5.1, 5.2, 6.1, 7.1, 7.2, 7.3, 7.4, 9.1, 9.2, 9.3, 9.4, 10.2, 10.3, 10.4, 10.5 were rejected ( $p < .05$ ). Meaningful work and task variety were the most significant factor predicting work passion for successors to strive for their family businesses. While performance expectation and feedback were the second most significant factor by predicting four components of work passion. Autonomy showed its ability in predicting work passion in three dimensions. Collaboration, procedural justice displayed a relatively low ability in predicting work passion for successors for only two dimensions. Moreover, workload balance, quality of relationship, and roles identity of successors revealed significant effect to only one dimension of work passion.

**Table 5.5** Multivariate GLM analysis

Tests of Between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Collaboration	Intent to Stay	1.424	1	1.424	7.879	.005
	Absorption and Striving for Excellence	.239	1	.239	1.324	.251
	Creative and Eagerness to Learn	.149	1	.149	.811	.368
	Exertion and Never Give Up	.072	1	.072	.453	.501
	Organization Endorsement	4.282	1	4.282	31.518	.000
Performance Expectation	Intent to Stay	3.150	1	3.150	17.436	.000
	Absorption and Striving for Excellence	10.119	1	10.119	56.098	.000
	Creative and Eagerness to Learn	7.144	1	7.144	38.904	.000
	Exertion and Never Give Up	3.815	1	3.815	23.877	.000
	Organization Endorsement	.346	1	.346	2.545	.111
Procedural Justice	Intent to Stay	.616	1	.616	3.411	.066
	Absorption and Striving for Excellence	.537	1	.537	2.978	.085
	Creative and Eagerness to Learn	.658	1	.658	3.584	.059
	Exertion and Never Give Up	2.807	1	2.807	17.573	.000
	Organization Endorsement	3.570	1	3.570	26.279	.000

**Table 5.5** (Continue.)

## Tests of Between-Subjects Effects

<b>Source</b>	<b>Dependent Variable</b>	Type III Sum of Squares	<b>df</b>	Mean Square	<b>F</b>	<b>Sig.</b>
Meaningful Work	Intent to Stay	6.368	1	6.368	35.247	.000
	Absorption and Striving for Excellence	7.919	1	7.919	43.899	.000
	Creative and Eagerness to Learn	4.521	1	4.521	24.622	.000
	Exertion and Never Give Up	2.113	1	2.113	13.228	.000
	Organization Endorsement	1.413	1	1.413	10.404	.001
Autonomy	Intent to Stay	.143	1	.143	.790	.375
	Absorption and Striving for Excellence	.351	1	.351	1.948	.164
	Creative and Eagerness to Learn	.708	1	.708	3.853	.050
	Exertion and Never Give Up	6.480	1	6.480	40.561	.000
	Organization Endorsement	5.565	1	5.565	40.959	.000
Feedback	Intent to Stay	.064	1	.064	.354	.552
	Absorption and Striving for Excellence	.705	1	.705	3.907	.049
	Creative and Eagerness to Learn	3.334	1	3.334	18.159	.000
	Exertion and Never Give Up	6.839	1	6.839	42.807	.000
	Organization Endorsement	6.180	1	6.180	45.486	.000
Workload Balance	Intent to Stay	.673	1	.673	3.727	.054
	Absorption and Striving for Excellence	.081	1	.081	.448	.504
	Creative and Eagerness to Learn	.002	1	.002	.010	.921
	Exertion and Never Give Up	.376	1	.376	2.354	.126
	Organization Endorsement	2.104	1	2.104	15.484	.000

**Table 5.5** (Continue.)

## Tests of Between-Subjects Effects

<b>Source</b>	<b>Dependent Variable</b>	Type III Sum of Squares	<b>df</b>	Mean Square	<b>F</b>	<b>Sig.</b>
Task Variety	Intent to Stay	1.007	1	1.007	5.573	.019
	Absorption and Striving for Excellence	5.348	1	5.348	29.645	.000
	Creative and Eagerness to Learn	4.005	1	4.005	21.812	.000
	Exertion and Never Give Up	2.435	1	2.435	15.241	.000
	Organization Endorsement	1.629	1	1.629	11.994	.001
Quality of Relationship	Intent to Stay	3.392E-5	1	3.392E-5	.000	.989
	Absorption and Striving for Excellence	.040	1	.040	.220	.639
	Creative and Eagerness to Learn	.626	1	.626	3.408	.066
	Exertion and Never Give Up	.446	1	.446	2.793	.095
	Organization Endorsement	.846	1	.846	6.231	.013
Roles Identity	Intent to Stay	2.484	1	2.484	13.749	.000
	Absorption and Striving for Excellence	.121	1	.121	.672	.413
	Creative and Eagerness to Learn	.074	1	.074	.403	.526
	Exertion and Never Give Up	.072	1	.072	.403	.526
	Organization Endorsement	.164	1	.164	1.207	.273

Table 5.5 showed the results of the test between subjects which indicate the significant of which independent variables to dependent variables.

### 1) Collaboration

In regard to collaboration, the results revealed that collaboration had significant effect on intent to stay ( $F= 7.879, p= .005$ ) and organization endorsement ( $F= 31.518, p= .000$ ), which indicate that the more collaboration in family business the more likely successors committed and show their positive attitude and sense of ownership toward the business. Hence, Hypothesis 1.1 and 1.5 were supported that collaboration had an interactional effect on the dimension of intent to stay and organization endorsement.

### 2) Performance Expectation

The effect of performance expectation had a significant effect on intent to Stay ( $F= 17.436, p= .000$ ), absorption and striving for excellence ( $F= 56.098, p= .000$ ), creative and eagerness to learn ( $F= 38.904, p= .000$ ), and exertion and never give up ( $F= 23.877, p= .000$ ), which indicate that the more successors feel that his/her works is compared to an agreed-upon standard and understand of what is expected of him/her more likely successors committed, show their effort, devotion, and persistence despite of the hardship and obstacles. Then Hypothesis 2.1, 2.2, 2.3, and 2.4 were confirmed that there were interactional effects of performance expectation on most dimensions of work passion except organization endorsement.

### 3) Procedural Justice

The effect of procedural justice had a significant effect on exertion and never give up ( $F= 17.573, p= .000$ ), and organization endorsement ( $F= 26.279, p= .000$ ), which indicate that the more successors perceived that policies and procedures are consistently and fairly applied in their family business, they tend to show more concentration, devotion, and persistence toward task by putting time effort and also display a behavior with sense of ownership of their own business. Hence, Hypothesis 3.4 and 3.5 were supported that there were an interactional effects of procedural justice on 2 dimensions of work passion; exertion and never give up, and organization endorsement.

#### 4) Meaningful work

The effect of meaningful work had a significant effect on all dimensions of work passion; intent to stay ( $F= 35.247$ ,  $p= .000$ ), absorption and striving for excellence ( $F= 43.899$ ,  $p= .000$ ), creative and eagerness to learn ( $F= 24.622$ ,  $p= .000$ ), exertion and never give up ( $F= 13.228$ ,  $p= .000$ ), and organization endorsement ( $F= 10.404$ ,  $p= .001$ ). Meaningful work had shown a significant relationship toward all work passion components, which suggested that successors perceived the meaningfulness of their work as an important element in driving their work passion. Thus, Hypothesis 4.1, 4.2, 4.3, 4.4, and 4.5 were confirmed that there were interactional effects of meaningful work on all dimensions of work passion.

#### 5) Autonomy

The effect of autonomy had a significant effect on creative and eagerness to learn ( $F= 3.853$   $p= .050$ ), exertion and never give up ( $F= 40.561$ ,  $p= .000$ ), and organization endorsement ( $F= 40.959$ ,  $p= .000$ ), which indicate that the more successors perceived that they are trusted to do his/her jobs by other family business members and have authorization to make decisions, the more likely they are more creative in developing their family businesses. Moreover, they might also display persistence and exertion behaviors despite any disruptions with the positive and entrepreneurial mindset. Hence, Hypothesis 5.3, 5.4, and 5.5 were supported that there were interactional effects of autonomy on 3 dimensions of work passion; creative and eagerness to learn, exertion and never give up, and organization endorsement.

#### 6) Feedback

The effect of feedback had a significant effect on absorption and striving for excellence ( $F= 3.907$ ,  $p= .049$ ), creative and eagerness to learn ( $F= 18.159$ ,  $p= .000$ ), exertion and never give up ( $F= 42.807$ ,  $p= .000$ ), and organization endorsement ( $F= 45.486$ ,  $p= .000$ ), which indicate that if successors received adequate feedback on their performance for improvement they tend to show more concentration and more devotion which result in a persistence and exertion despite obstacles by putting time and effort toward tasks. Moreover, they tend to show a positive attitude toward their family businesses and displayed the behavior that reflects their sense of being the owner of their organization. Hence, Hypothesis 6.2, 6.3, 6.4, and 6.5 were supported

that there were interactional effects of feedback on most components of work passion except for the dimension of intent to stay.

#### 7) Workload Balance

The effect of workload balance had a significant effect on organization endorsement ( $F= 15.484$ ,  $p= .000$ ), which indicates that if successors feel that their work and their personal life in is a balance state, they tend to possess the positive attitudes toward the businesses and also the entrepreneurial mindset in performing their tasks. Thus, Hypothesis 7.5 was supported that there was an interactional effect of workload balance on 1 dimensions of work passion; organization endorsement.

#### 8) Task Variety

The effect of task variety had a significant effect on all dimensions of work passion; intent to stay ( $F= 5.573$ ,  $p= .019$ ), absorption and striving for excellence ( $F= 29.645$ ,  $p= .000$ ), creative and eagerness to learn ( $F= 21.812$ ,  $p= .000$ ), exertion and never give up ( $F= 15.241$ ,  $p= .000$ ), and organization endorsement ( $F= 11.994$ ,  $p= .001$ ). This implied that successors viewed the variety of task as an important factor in driving their work passion. Thus, Hypothesis 8.1, 8.2, 8.3, 9.4, and 8.5 were confirmed that there were interactional effects of task variety on all dimensions of work passion.

#### 9) Quality of Relationship

The effect of quality of relationship had a significant effect on organization endorsement ( $F= 6.231$ ,  $p= .013$ ), which indicate that the more successors perceived that there is a positive relationship toward other family business members the more positive attitude successors would possess toward their organization and their families. Thus, Hypothesis 9.5 was confirmed that there was an interactional effect of quality of relationship on the dimension of organization endorsement only.

#### 10) Roles Identity

The effect of roles identity had a significant effect on intent to stay ( $F= 13.749$ ,  $p= .000$ ), which indicate that the more successors understand the role and expectation that they have for themselves and others have for them as being family business successor, the more willing of them to stay, take care, nurture, and committed to the organization. Thus, Hypothesis 10.1 was confirmed that there was an interactional effect of roles identity on the dimension of intent to stay only.

## 5.5 Post Hoc Analyses

For the post hoc analyses, gender and age of participants were added to the analysis as a means to better understand the phenomenon of the possible factors leading to work passion for successors in SMEs family businesses. For Thai-Chinese family business, the inheritance norms which refers to the cultural constraints that rules and govern family business in order to continues family values and tradition has prominent affect to both family and business. Such inheritance norms vary from seniority among siblings, where oldest son inherits everything, to equal sharing rules among all the sons of the founder (Betrand and Schoar, 2006). Hence, it is logical to assume that gender and age of successors could play a role in predicting work passion for successors to strive for their family businesses. The main hypotheses that guided this post hoc analysis were as follow;

$H_{11.1}$  : There is an interactional effect of gender and intention to stay

$H_{11.2}$  : There is an interactional effect of gender and absorption and striving for excellence

$H_{11.3}$  : There is an interactional effect of gender and creative and eagerness to learn

$H_{11.4}$  : There is an interactional effect of gender and exertion and never give up

$H_{11.5}$  : There is an interactional effect of gender and organization endorsement

$H_{12.1}$  : There is an interactional effect of age and intention to stay

$H_{12.2}$  : There is an interactional effect of age and absorption and striving for excellence

$H_{12.3}$  : There is an interactional effect of age and creative and eagerness to learn

$H_{12.4}$  : There is an interactional effect of age and exertion and never give up

$H_{12.5}$  : There is an interactional effect of age and organization endorsement

There were altogether 10 hypotheses for the post hoc analysis aiming to test the interactional effect of gender and age on 5 dimensions of work passion. The multivariate general linear model (GLM) was used to analyze the interaction effect of independent and dependent variables, see Table 5.9. The multivariate general model testing significance of the 2 hypotheses were given in Table 5.8.

In Table **5.9**, the independent variables (gender, age) were tested to see which of the 5 components of work passion were significant with gender and age. In essence, each of the 2 main hypotheses related to overall work passion has 5 hypotheses of their own when investigating the specific component of work passion. Thus, an additional 10 hypothesis tests were performed in the multivariate general linear model (GLM) and the results were given in Table **5.9**.

The data displayed in Table **5.6** showed means and standard deviations of male and female respondents for each of the five components of work passion. The data showed that in both male and female respondents, the mean for absorption and striving for excellence showed the highest value of 4.280 (SD= .67) and 4.32 (SD=.62) respectively. However, the minimum means of male respondents was displayed in the dimension of organization endorsement (Mean= 4.10, SD= .51) and intent to stay (Mean= 4.02, SD= .55)

**Table 5.6** Independent Sample T-test of the Components of Work Passion by Gender (Male vs. Female)

Dependent Variable	Gender	Mean	SD	N	t	p value
Intent to Stay	Male	4.14	.60	220	1.940	.053
	Female	4.02	.55	180		
	Total	4.09	.58	400		
Absorption and Striving for Excellence	Male	4.28	.67	220	-.685	.494
	Female	4.32	.62	180		
	Total	4.30	.65	400		
Creative and Eagerness to Learn	Male	4.12	.57	220	-2.405	.017
	Female	4.26	.56	180		
	Total	4.18	.57	400		
Exertion and Never Give Up	Male	4.15	.61	220	-.966	.335
	Female	4.20	.51	180		
	Total	4.17	.57	400		
Organization Endorsement	Male	4.10	.51	220	.899	.369
	Female	4.06	.51	180		
	Total	4.08	.50	400		

**Note:** Equal variances assumed were reported.

The test of variances used 0.01 level of significant.

Prior to analysis, the assumption of the independent sample t-test was assessed. The assumptions of an independent sample t-test are normality and homogeneity of variance. The inferential t-test was used to compare gender with the components of work passion. The t-test results showed no statistically significant to all dimensions of work passion by gender ( $p < .01$ ); the intention to stay,  $t(3.777) = 1.940$ ,  $p = .053$ ; absorption and striving for excellence,  $t(2.312) = -.685$ ,  $p = .494$ ; creative and eagerness to,  $t(.012) = -2.405$ ,  $p = .017$ ; exertion and never give up,  $t(5.572) = -.966$ ,  $p = .335$ ; organization endorsement,  $t(.014) = .899$ ,  $p = .369$ .

Pearson correlation was evaluated to establish the relationship of effect among gender and age of successors in family business on work passion and its five components. In the analysis it was evident that there was no significant effect was

visualize of the gender of the successors on most dimensions of work passion except the dimension of creative and eagerness to learn which significant and positive correlation of  $r = .120^*$ , that reflects female successors enforces higher score on this dimension than male successors. Whereas similar was the result of age and the dimensions of work passion, that showed no significant effect except the dimension of intention to stay which significant and positive correlation of  $r = 0.166^{**}$ , that reflects higher age enforces higher score on this dimension among family business successors.

**Table 5.7** Correlation Analysis of Gender and Age of Successors in Family Businesses on Work Passion

	Gender (Male=0, Female=1)		Age	
	r	p value	r	p value
Intent to Stay	-.097	.053	.166**	.001
Absorption and Striving for Excellence	.034	.494	.003	.957
Creative and Eagerness to Learn	.120*	.017	-.064	.201
Exertion and Never Give Up	.048	.335	-.086	.087
Organization Endorsement	-.045	.369	-.026	.599
Work Passion	.017	.728	.000	.998

**Note:** \*\*. Correlation is significant at the 0.01 level

\*. Correlation is significant at the 0.05 level

The multivariate tests' output table appeared in Table 5.8. By examining the multivariate main effect of gender, Wilks' lambda value = .968, which is subsequently translated into an F-value of 2.493 ( $p = .031$ ). This F-value is statistically significant ( $p\text{-value } .031 < 0.05$ ), indicating differences between male and female on the dependent variable;  $\lambda = .968$ ,  $F(5, 383) = 2.493$ ,  $p < .05$ .

The multivariate main effect of age, Wilks' lambda value = .942, which is subsequently translated into an F-value of 4.699. This F-value is statistically significant ( $p\text{-value } .000 < 0.05$ ), indicating differences in age on the dependent variable;  $\lambda = .942$ ,  $F(5, 383) = .942$ ,  $p < .05$ .

**Table 5.8 Multivariate Tests**

<b>Effect</b>	<b><math>\lambda</math> Value</b>	<b>F</b>	<b>Hypothesis df</b>	<b>Error df</b>	<b>Sig.</b>
Intercept	.518	71.292	5.000	383.000	.000
Gender	.968	2.493	5.000	383.000	.031
Age	.942	4.699	5.000	383.000	.000

The multivariate GLM with both gender and age revealed that gender of successors was statistically significant on creative and eagerness to learn ( $F= 6.659$ ,  $p= .010$ ). This implied that female successors might possess the ability to create useful ideas and use reason-based for continuous learning towards their work more than male successors. Thus, Hypothesis 11.3 was supported.

In regard to age of successors, the results revealed that age of successors was statistically significant on intent to stay ( $F= 8.156$ ,  $p= .005$ ) and exertion and never give up ( $F= 5.348$ ,  $p= .021$ ). This implied that successors in a higher age tend to show more of their commitment to stay and take care of their family business, and also displayed their persistence and exertion despite of obstacles than young successors. Thus, Hypothesis 12.1 and 12.4 were supported.

Table 5.9 shows the result of the test between subjects that indicate the significant of gender and age to dependent variables.

**Table 5.9** Multivariate GLM Analysis of the Dimensions of the Work Passion as Dependent Variables and Gender, Age, as Independent Variable

Tests of Between-Subjects Effects							
	Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Gender		Intent to Stay	.336	1	.336	1.862	.173
		Absorption and Striving for Excellence	.064	1	.064	.357	.551
		Creative and Eagerness to Learn	1.223	1	1.223	6.659	.010
		Exertion and Never Give Up	.135	1	.135	.844	.359
		Organization Endorsement	.504	1	.504	3.710	.055
Age		Intent to Stay	1.474	1	1.474	8.156	.005
		Absorption and Striving for Excellence	.000	1	.000	.001	.974
		Creative and Eagerness to Learn	.502	1	.502	2.736	.099
		Exertion and Never Give Up	.854	1	.854	5.348	.021
		Organization Endorsement	.337	1	.337	2.478	.116

## 5.6 Chapter Summary

This chapter reported the results of the statistical analysis conducted to respond to research question 2 of the study. The current study was conducted using 400 respondents. The analyses presented in this chapter examined the predictability of collaboration, performance expectation, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, quality of relationship, and role identity for work passion for successors to strive for their SMEs family businesses by exploring through the components of work passion.

Results from these analyses were presented in terms of descriptive statistics, multicollinearity, and multivariate GLM analysis. There were both significant and non-significant results from the analysis. Meaningful work and task variety were significant to all components of work passion. Organization endorsement was the

dimension that was most affected by eight independent variables (collaboration, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, and quality of relationship). While absorption and striving for excellence was the dimension that was least affected by only four variables (performance expectation, meaningful work, feedback, and task variety).

Hence, hypothesis 1.1, 1.5, 2.1, 2.2, 2.3, 2.4, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.3, 5.4, 5.5, 6.2, 6.3, 6.4, 6.5, 7.5, 8.1, 8.2, 8.3, 8.4, 8.5, 9.5, 10.1, were supported, while hypothesis 1.2, 1.3, 1.4, 2.5, 3.1, 3.2, 3.3, 5.1, 5.2, 6.1, 7.1, 7.2, 7.3, 7.4, 9.1, 9.2, 9.3, 9.4, 10.2, 10.3, 10.4, 10.5 were rejected ( $p < .05$ ). The post hoc analysis provided a more detailed about work passion for successors in term that gender and age were statistically significant to some dimension of work passion. Gender of successors was statistically significant to creative and eagerness to learn ( $p = .010$ ). Ages of successor was statistically significant to the intention to stay and the exertion and never give up which implied that successors in a higher age tend to show more of their commitment to stay and take care of their family business, and also displayed their persistence and exertion despite of obstacles than young successors. The interpretation of the data allowed for a discussion of the implications generated through the current research. Next chapter would discuss conclusion and implications of this study.

**Table 5.10** Summary of Factors Leading to Work Passion for Successors in Family Businesses

		Work Passion							
		Intent to Stay		Absorption & Striving for Excellence		Creative & Eagerness to Learn		Exertion & Never Give Up	Organization Endorsement
Collaboration	H <sub>1.1</sub>	✓	H <sub>1.2</sub>		H <sub>1.3</sub>		H <sub>1.4</sub>	H <sub>1.5</sub> ✓	
Performance Expectation	H <sub>2.1</sub>	✓	H <sub>2.2</sub>	✓	H <sub>2.3</sub>	✓	H <sub>2.4</sub>	H <sub>2.5</sub>	
Procedural Justice	H <sub>3.1</sub>		H <sub>3.2</sub>		H <sub>3.3</sub>		H <sub>3.4</sub>	H <sub>3.5</sub> ✓	
Meaningful Work	H <sub>4.1</sub>	✓	H <sub>4.2</sub>	✓	H <sub>4.3</sub>	✓	H <sub>4.4</sub>	H <sub>4.5</sub> ✓	
Autonomy	H <sub>5.1</sub>		H <sub>5.2</sub>		H <sub>5.3</sub>	✓	H <sub>5.4</sub>	H <sub>5.5</sub> ✓	
Feedback	H <sub>6.1</sub>		H <sub>6.2</sub>	✓	H <sub>6.3</sub>	✓	H <sub>6.4</sub>	H <sub>6.5</sub> ✓	
Workload Balance	H <sub>7.1</sub>		H <sub>7.2</sub>		H <sub>7.3</sub>		H <sub>7.4</sub>	H <sub>7.5</sub> ✓	
Task Variety	H <sub>8.1</sub>	✓	H <sub>8.2</sub>	✓	H <sub>8.3</sub>	✓	H <sub>8.4</sub>	H <sub>8.5</sub> ✓	
Quality of Relationship	H <sub>9.1</sub>		H <sub>9.2</sub>		H <sub>9.3</sub>		H <sub>9.4</sub>	H <sub>9.5</sub> ✓	
Roles Identity	H <sub>10.1</sub>	✓	H <sub>10.2</sub>		H <sub>10.3</sub>		H <sub>10.4</sub>	H <sub>10.5</sub>	
Gender	H <sub>11.1</sub>		H <sub>11.2</sub>		H <sub>11.3</sub>	✓	H <sub>11.4</sub>	H <sub>11.5</sub>	
Age	H <sub>12.1</sub>	✓	H <sub>12.2</sub>		H <sub>12.3</sub>		H <sub>12.4</sub>	✓ H <sub>12.5</sub>	

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**Note:** “✓” refers to the supported hypothesis

## **CHAPTER 6**

### **DISCUSSION AND CONCLUSION**

This research conducted to understand the meaning of work passion for successors in SMEs family businesses and factors leading to work passion for successors to strive for their SMEs family businesses. As the topic of work passion has been increasingly captured the interest from scholars and practitioners communities, this research aimed to provide more understanding pertinent to the topic of interest. The purpose of this chapter was to summarize the current study and present the implications of the findings based on the data that were presented in Chapter 4 and 5. This study employed both qualitative and quantitative methods to serve research questions. In searching for the meaning of work passion for successors to strive for their SMEs family businesses, in-depth interviews were employed and reported in Chapter 4. Furthermore, the quantitative survey method was also employed to find leading factors to work passion as in Chapter 5.

This chapter provides a summary of results and interpretation of the data. The first part was summary of the qualitative findings, followed by the summary of quantitative results. The conclusions drawn about the contribution of work passion for successors in SMEs family businesses were presented. The implications of this research for scholars and practitioners, the strengths and limitations of the study, and further research opportunities were also presented in this chapter. The following topics would be presented:

- 6.1 Conclusions and Discussion of the Qualitative Analyses
- 6.2 Conclusions and Discussion of the Quantitative Analyses
- 6.3 Synthesis and Discussion of Qualitative and Quantitative Investigations
- 6.4 Implications
  - 6.4.1 Implications for Scholars
  - 6.4.2 Implications for Practitioner

## 6.5 Strengths, Limitation, and Recommendations for Future Research

## 6.6 Chapter Summary

### **6.1 Conclusions and Discussion of the Qualitative Analyses**

This research set out to explore work passion for successors to strive for their SMEs family businesses. The conclusions and discussion of the data in this section corresponded to the research question addressed. Participants included in this section were 12 successors from 5 companies across variety of industries. The interviewees' gender was equally balanced so as to have some variation of the idea in the data. The interviews were audio recorded and transcribed. There were 9 core ideas derived from the interviews, which could be categorized into 3 main themes based on its characteristics. Zigarmi et al. (2009a) suggested the concept of how work passion occurs as individuals use their cognitive and affective appraisal, which result into the intention or behavior of successors, which typically in this study revolved around opportunity evaluation and their venture growth.

The first theme was the affective component, which refers to the feelings that successors have when passionately perform for their family business. The experiences successors had in their work had been affected them which resulted in their behaviors and attitudes. Thus, successors' feelings might vary upon the situations or events they experienced. The intense affective state was reported accompanies with cognitive and behavioral activities of successors. Findings from participants revealed mix feelings while passionately working in their family businesses. The core ideas of affective states were contentment, anxiety, and excitement.

The second theme was the cognitive component, which refers to the knowledge structures that successors use to make an assessment, judgment, or decision involving their family businesses. The cognitive mechanisms could have a critical role in what successors think, say, and act. Hence, successors' cognition is a critical determinant in understanding their behaviors. Participants from this study informed that working in family businesses has led them to have a high concentration on developing the businesses to reach its excellence and grow over time. Not only

that successor was concerned on developing the business, they also put high importance to all possible effect that might intrude their family and business. The core ideas from the finding were as follow; concentration on developing family business, and concern for both family and business.

The last theme was the intent component, which refers to the actions, reactions, and intentions of successors in response to the experience of work passion in working with their SMEs family businesses. Developer identity seems to best describe as a meaningful role of family business' successor. The developer role identity of successors is cognitive schemas of interpretations and behavioral prescriptions that allow individual to understand what it means to be successors. Once an individual reflects on what it means to be successors of family business, they reference the meanings and behaviors associated with his or her developer identity.

The findings suggested that passionate successors tend to show high commitment toward their family businesses as a desire to nurture both family and business. They also revealed that work passion could drive them to perform at an utmost performance to benefit both subsystems of family and business. Moreover, they tend to show their high persistence in order to prove their self-efficacy toward their role. Nonetheless, work passion was reported to encourage the sense of ownership to them, which in turn lead successors to perform with the heart of being true entrepreneur. The core ideas from the finding were as follow; nurturing family business, peak performance, persistence to prove ability, and entrepreneurial action.

The main themes and core ideas were analyzed and shown in Table **6.1**.

**Table 6.1** Summary of Findings for RQ1: What is Work Passion for Successors to Strive for their Family Businesses?

Theme	Sub-Theme
Affect	Contentment (Happiness, Joy, Love)
	Anxiety (Stress, Worried, Pressure, Guilt)
	Excitement (Eagerness, Enthusiasm)
Cognition	Concentration on developing family business
	Concern for both family and business
Behavior	Nurturing family business
	Peak performance
	Persistence to prove ability
	Entrepreneurial action

The findings of the study, outlined in Chapter 4, described how participants perceived work passion in the context of being in family businesses. Although participants described their work passion variously, all seem to perceive work passion as an important element for personal development and their businesses' success. Work passion for successors in family business could be described in three distinct components including an affective component, a cognitive component, and a behavioral component. Zigarmi, Houson, and Witt. (2009) explained the three components of work passion in a sense that affective component is focused on the feelings that one has about the organizational life, while cognitive component associated with the logical mental conclusions about the organizational life, and behavioral component referred to performance or intentions that one choose to perform as a result of how one perceive what ought to do in the organizational life.

### 1) Affective and Cognitive

Consistent with previous scholarly literatures that work passion is in a form of an intense feeling that could enhance either positive or negative feelings or mixed feelings during engaging in work activities. It is an individual moods shift, which produced by external events (Watson, Tellegen, and Tellegen, 1988). Weiss and Cropanzano (1996) suggested that the experiences people have in their work settings

often affect them emotionally. These affective experiences have direct influences on people's behaviors and attitudes (Weiss and Cropanzano, 1996), which can be attributed to entrepreneurial activities. Participants reported that they have experienced happiness, enjoyment, and love during engaging in their work activities. Participants revealed that they are happy and proud to be part of their family business. The roles as family business members have fulfilled the meaning of their lives.

On the other hand, some participants reported that an extreme intense emotion might stimulate an obsessive response that could lead individual to have a disproportionate space in their lives. Participants reported that sometimes they experienced negative emotions due to too much concern on their family businesses. Such negative emotions were reported as a general dimension of subjective distress and unpleasurable engagement, which include anger, guilt, fear, pressure, and nervousness (Watson and Tellegen, 1985; Waston, et al., 1988; George and Brief, 1996). Although, work passion could drive individual to concentrate and perform at an utmost capacity but a rigid form of those persistence could also lead to negative affective states such as anxiety, stress, and guilt which might eventually resulted in damaged self and work outcomes.

These findings were consistent with Jones and Robinson (2009), Love and Cugnon (2009) along with Philippe, Vallerand, Houlfort, Lavigne, and Donahue (2010) that passion is an emotion or a strong desire that one has for certain activities. The feelings evoked were acting as motivation energy to an individual that is closely associated with drive, enthusiasm, limitless energy, fire, push, etc. The consequential of an intense feeling leading to motivational energy were supported by Day (2004).

Moreover, as Zigarmi et al. (2009b) provided a clear definition of how work passion process was consistent with the finding in this study. Participants believed that work passion came from their internal force that could be provoked by many stimuli that they find it important. They also stated that the reason that they were willing to perform the activities was because of their inner contentment allow them to do so. Successors used their cognitive components to make an assessment, judgment, or decision involving opportunity evaluation and venture growth (Mitchell, Busenitz, Lant, McDougall, Morse, and Smith, 2002). Baron and Ward (2004) suggested that cognitive mechanisms could have a critical role in all aspects by which people think,

say, and act. The cognitive mechanism includes how individual collect, organize, scrutinize, interpret, and integrate information (Allison and Hayes, 1996), hence, successors' cognition is a critical determinant in understanding their behaviors.

In respect to work passion psychological concepts, Zigarmi et al. (2009b) provided a clear conception that people are meaning-oriented and meaning creating, they are constantly evaluating the environment from the standpoint of their own well-being and reacting rationally (cognition) and emotionally (affect) to those evaluations. Participants indicated that work passion developed from the natural inner inclination to a particular aspect that the passion brings. Those aspects related mostly to their work, their families, and the role of being a successor.

Thus, the natural inner inclination towards an activity has led individual to experience happiness, joy, and emotionally positive during work engagement. As expected, if the work related activity remains in a person's control, harmonious work passion would induce the positive feelings and positive work related consequences (Vallerand et al., 2003). On the contrary, participants reported that work passion could intrude their lives because they may be too obsessed by the activity they are engaged. Gorgievski and Bakker (2010) explained that the activity might control over the person if they let the activity takes disproportionate space in the person's identity and cause conflicts with other life domains. Participants also pointed out that they have a hard time dealing with an intrusive thought related to the business that sometimes unwanted and stimulated obsessive passion.

Entrepreneurial literatures provided a more insight in explaining work passion for successors in family business context. Successors were seen as entrepreneur who is involving recognition and exploitation of the business activities (Baum and Locke, 2004). Developing the business beyond their initial survival and success seems to be the major focus of all participants. Both entrepreneurial passion and work passion in general from previous literature were complement each other in understanding the concept of work passion for successors to strive in their family businesses. As passion is dualistic in nature, work passion for successors is the same. It could either drive positive or negative state of emotions, which could drive one to behave accordingly. Nonetheless, Chang (2001) suggested that when employees are passionate about their work, their organizations thrive. Not only that passionate

people enjoy what they do but they also show their high devotion to the customers, which in turn benefit the whole organization and could lead to organization vitality. Passion in entrepreneur would contribute even greater outcomes. Work passion in successors not only motivated themselves but also their co-workers, leaders, partners, investors, customers and family. The quality of entrepreneurial passion allowed successors to possess a distinct mindset to choose positive outlook and always expect the best possible outcome for their businesses and dwelling on the point on the optimistic aspects of the situation faced.

Passionate successors showed their determinant in encouraging creativity and flexibility in their working process so as to improve the whole organization. As successors strongly believe in their roles, they tend to perform in a productive manner to create values and benefits to both family and business. Despite of countless rejection of their ideas from the senior family business members, successors persisted to gain approval. Participants reported that their thought and mind usually involve in finding the way to improve the weak point of the business, and also to maintain the strength and sustain it for the sake of their family and business outcomes.

## 2) Behavioral

The developer role identity of successors is cognitive schemas of interpretations and behavioral prescriptions that allow individual to understand what it means to be successors. Murnieks and Mosakowski (2006) and Cardon et al. (2009) asserted that entrepreneurs' passion is linked to entrepreneurial identities. Once an individual reflects on what it means to be successors of family business, they reference the meanings and behaviors associated with his or her developer identity. This has led participants to engage in an activity related to nurturing, growing, and expanding the family business. As they understand their roles and know what is expected from them, successors showed their determinant and persistence performance in order to maintain and sustain their family legacy through time. Even in a rough time when there were conflicts among family business members, their work passion has helped them manage themselves and pull conscious together so as to solve those conflicts.

The desire to take care of the family business is clearly seen in most participants. Family business would find it hard to continue the business if there is a

lack of concern from family business members. Previous scholarly studies suggested that the successor's interest in and willingness to take over the family business play an important role in the successful transition of the business from one generation to the next (Dumas, Dupuis, Richer, and St.-Cyr, 1995; Stavrou, 1999). Successful family businesses recognize that taking care of family relationships is critical to keeping the business running smoothly.

Moreover, work passion could also lead successors to perform at their utmost capabilities. Work passion has been explained as an underlying of major motivational force of an individual (Vallerand et al., 2007). Passion is an important fuel that allows people to engage in the activity for long hours over several years or sometimes a lifetime especially when times are rough and that eventually helps them attain high levels of performance (Vallerand et al., 2007). Peak performance is referred to a high performance when successors functioning at their personal best in their businesses. In describing peak experience, participants described in term of they were excited, enthusiastic, energize, fire, confident, proud, focus, and tension when performing.

Participants also reported that during passionately engage in the activities they experienced a flow like state, which they described as lost in time and space. The concept of flow was supported by previous studies of Csikszentmihalyi (1978), Csikszentmihalyi, Rathunde, and Whalen (1993) that it is a desirable state that individual would feel completely immerse into the activity and experiences effortless concentration and completely control over the activity (Csikszentmihalyi, 1982, 1990; Schindelhutte et al., 2006). It is a state of focused energy, a transcendent state of well-being, involving a spiritual dimension and a euphoric sensation and ecstatic moments (Waitley, 1991), and is characterized by total focus and absorption of transcendent awareness (Jackson and Csikszentmihalyi, 1999). Jackson and Marsh, (1996) further explained that the positive experiential state occurred as successors were totally connected to the performance which their personal skills equal task required challenges.

Work passion has been reported as an important element that allows successors to continue against the odds and overcome fatigue and pain to accomplish their tasks. Despite countless denial and ideas rejection from other family business members, successors showed their persistence to prove their abilities in order to gain

trust from others. Trust in the successor's ability is considered as an important determinant of effective successions (Donckels and Lambrecht, 1999; Matthews et al., 1999; Dickinson, 2000). Locke and Latham (2002) supported that challenging goals can increase persistence toward work in stable and predictable situations. Participants reported that the turn down or rejection of their ideas were sometimes hurt their feelings and lose confidence. Even so, the work of work passion has been emphasized the strong desire of successors to show their discretionary effort and devotion to prove to others that they have an ability to take care and flourish the business.

Consistency with previous literatures of passion in the work related context that entrepreneurial passion is a key ingredient in keeping participants fuelled with an energy that many others find difficult to harness, an energy that encourages them to being invested their time, effort, costs, blood and sweat. The presence of work passion fosters their capacity to sustain entrepreneurial action, particularly in the face of the challenges, difficulties and stresses of entrepreneurship. The combination of work passion through affective and cognitive components had influenced on how successors think and act. This study found that successors displayed and carried entrepreneurial charisma by holding the subjective meaning of being successors of the family businesses which they viewed through the lens of sensing and being the owner of its businesses. Entrepreneurial actions are actions that related to entrepreneurial activity, which in case of successor is to grow and develop the family business. It is a behavior that is a direct function of declarative knowledge (knowledge about facts and things), procedural knowledge (knowing how to do something as well as what to do), and motivation (Borgman, Ilgen, and Klimoski, 2003). To explain, Mitchell, Busenitz, Bird, Gaglio, McMullen, Morse, and Smith (2007) described entrepreneurial action as an approach used to explain entrepreneurial cognition. It is a focal, creative, psychic event where knowledge, thought, feeling and imagination are fused into action (Goel and Karri, 2007).

Existing research provide various work related outcomes of passion which coincide with the research findings. The findings suggest that work passion has led participants to fully concentrate and absorption to the work activities. As the involvement of entrepreneurial identity, participants showed their high commitment

towards tasks and the overall organization as devotions and fearless of the obstacles. Moreover, work passion was reportedly enhancing the learning capability and personal growth. Despite disruptions and failures, participants learn to create a positive mindset to enabling themselves to spot the opportunity around them and take up the challenges to develop their personal growth over time. This notion has been supported, for example, by the study of Rousseau and Vallerand (2008) that harmonious passion is positively contributed to positive psychological well-being such as life satisfaction, meaning in life, positive relations with others, autonomy, and personal growth.

Once the effort and devotion that one has been invested through their work been noticed, it started to develop a sense of value toward one self as a result of the satisfaction one has for their own action. Participants also reported that not only the value they give to themselves but work passion also lead others especially senior family members to value participants as a valuable family business member. Participants reported that work passion was fundamentally a matter of experiencing a sense of purpose in life. In the pursuit of family business success, work passion provided a direction about various aspects in lives that help them focus to the right point at the right time. Moreover, work passion also reported as encouraging a sense of ownership. Participants expressed a strong psychological ownership towards their family business as they feel proud, satisfied, committed, responsible, and passionate about family ventures. Interestingly, participants revealed that work passion helped them built the confidence in their own skills and potential. However, if the skills or potentials of an individual are not utilized properly, one might find it frustrated and being useless to the organization.

It is evident that the characteristic of work passion for successors in family business is a combination of both entrepreneurial passion and general work passion together with the unique aspects particularly presented in family business. Successors continued to work in and on, and to grow their family businesses in the face of challenges, stress, pressure, crises, and that their motivating work passion for their family business contributed to their continued entrepreneurial action.

## 6.2 Conclusions and Discussion of the Quantitative Analyses

This quantitative part of the study set out to find factors leading to work passion for successors to strive for their family businesses. The data showed results of consisting to the previous scholarly literature. However, the results from quantitative method might be explained and supported by findings from interviews data. Participants included in this study were 400 samples from family businesses.

**Table 6.2** Summary of Factors Leading to Work Passion for Successors in SMEs Family Businesses

	<b>Work Passion</b>
Meaningful Work	✓
Task Variety	✓
Performance Expectation	✓
Feedback	✓
Autonomy	✓
Collaboration	✓
Procedural Justice	✓
Age	✓
Workload Balance	✓
Quality of Relationship	✓
Roles Identity	✓
Gender	✓

### 1) Meaningful Work and Task Variety

This study showed that the factor of meaningful work, and task variety has significant relationship in predicting work passion in all dimensions for successors to strive for their family businesses. The results from current study provided consistency to the interviewed data that participants perceived meaningful work as an important aspect in pursuing a career for their family businesses. Participants believed that their contributions toward the business are worthwhile. Understanding

family and business' purpose help providing a clear direction and boost confidence to manage the family business successfully, and puts in a great deal of effort to help the family business be successful. Moreover, finding from interviews supported that participants needed to be valued from family business members in a sense that they gaining recognition also the sense of successors valuing themselves as performing a meaningful work. However, participants might feel useless if they were performing the task or took responsibility that mismatches their own skill. Thus, the perception of successors knowing that their work is meaningful to their family business contributed to the level of work passion for successors.

In addition, task variety was also reported as significant factor leading to work passion in all its components. This implied that if successors feel that they have variety in both type and complexity of tasks, successors might have more chance in matching their skill to their work passion that encourage them to put more effort and devotion to that responsibility. The reason behind this may be supported by an interview data that participants believed in merging their skills with some aspects of the area of their passion. Participants felt that it is advantage of the family business to build a strong teamwork in that family member performing the task that parallel to their skills and passion. Most participants shared their experienced that in order to be in the top level of the company, they have to start from the beginning level so as to get the whole picture of the company which provide them the opportunity to perform a variety of task and learning through that process. This not only help successor gain more experience but also increase the commitment to the business which enhance them to show the high level of work passion for the family business.

## 2) Performance Expectation and Feedback

Performance expectation and feedback were factors that almost able to predict all dimensions of work passion for successors to strive for their family businesses. Performance expectation had been reported as a predictor to 4 dimensions of work passion (intent to stay, absorption and striving for excellence, creative and eagerness to learn, and exertion and never give up). Consistence with the data from interviews that participant aware of the expectation that others have for them. The expectation was reported as both an energy booster or in form of pressure to participant. Zigarmi et al.(2009b) and Zigarmi (2011) noted that performance expectation is refers to an

individual feel that his work is compared to an agreed-upon standard and understands what is expected of him. Taken together to the primogeniture issue that prevailing in ethnic Chinese family business, the expectation from senior family business members in both male and female successors might effects their mind, feeling and actions. If successors' level of understanding that individual and others has is congruent, it tends to encourage work passion for the successor. However, if that understanding is not congruent, work passion to strive in the business might decrease and might lead to the rejection behaviors in joining family business.

On the other hand, feedback has been reported as significant factor driving work passion to its 4 dimensions also. The dimension of feedback showed the difference in the ability to predicting work passion comparing to performance expectation in that it did not possess the ability to predict intention to stay of successors but for the other 4 dimensions of work passion, feedback has positive relationship in predicting those dimensions (absorption and striving for excellence, creative and eagerness to learn, exertion and never give up, and organization endorsement). From previous literature, feedback has been said to be an important factor leading to work passion in an organization. Feedback enable individual to received adequate comments on how they perform tasks, which is recognized for the benefit of self-improvements and ideas creating. Moreover, they tend to show a positive attitude toward their family businesses and displayed the behavior that reflects their sense of being the owner of their organization. However, data from an interview provide an interesting point regarding the feedback that successors received while working in their family businesses. Most participants reported in the interviews that they need a healthy communication. Successors in family business might experience an unpleasant feedback from family business members from time to time that might be a form of undermines successors' skill or loss of trust in successors. Participants gave the information that rather than providing feedback for developmental purpose, their senior family business members sometimes used complaining instead. Thus, there is a need to explore more on how individual in family business communicate to each other. This will provide a more insight to understand communication in family business and might create tools by using for effective family business management

### 3) Autonomy

The factor of autonomy was reported as predictor of 3 out of 5 components of work passion. Autonomy has been reported as the predictor of 3 dimensions of work passion, which include creative and eagerness to learn, exertion and never give up, and organization endorsement. Family owned business has been perceived to have higher autonomy towards external and internal pressures than non-family business. Autonomy allowed them to pursue the strategic and operational management of the business as they wished. If successors have authorization in an adequate level in performing their tasks, they tend to be more creative and persistent to prove their ability. However, participants revealed that the autonomous decision-making that seems to be an advantage to the business was mostly depended on the owner, rather than successors making by themselves. In this case autonomy can bring disadvantages to the family business which leads successors to feel uncomfortable and questioning about their authority in working with family business. Because of the limited authorization that successors have in performing tasks, one might find it beyond their control and would diminish their work passion in striving for their family businesses.

### 4) Collaboration, Procedural Justice, and Age

Results from the survey revealed that collaboration, procedural justice, and age were significant in predicting 2 out of 5 components of work passion for successors to strive for their family business.

Previous literatures demonstrate that collaboration contributed to work passion of an individual, the result from this study has been reported into the same direction. Results from survey suggested that collaboration did contribute to intention to stay and organization endorsement of successors to strive for their family businesses. Taken the findings from interviews into consideration, researcher has gained more insight to explain the phenomenon in that successors were needed to establish a professional collaboration among the family business members. The higher collaboration among family business members, the higher spirit and commitment successors willing to give to their family businesses. In addition, some participants believed that the high collaboration between successors and other family business members might not facilitate a creative and positive work performance. They

doubted that the reason for such collaboration might because of their role of being successors or others might want to fawn upon them, which does not contribute to their work passion.

The results from survey indicated that procedural justice was an important factor leading to work passion for successors to strive for their family businesses especially in the dimension of exertion and never give up, and organization endorsement. The relationship between procedural justice and work passion is positive. If successors perceived that the treatment they received within the family business is fairly applied among all employees and all siblings and relatives, successors tend to show more concentration, devotion, and persistence toward task by putting time effort and also display a behavior with sense of ownership of their own business. Moreover, some interview data revealed that unfair treatments among siblings that senior family members performed have hindered them from working in the family business.

Results from the survey also revealed the effect of age of successors on the component of work passion. The dimension of intention to stay and exertion and never give up could be affected by the age of successors. Results reported that as successors get older, they tend to have more concern on the family business especially those 2 dimensions. The result was congruent with data from interview in that successors might choose to start working outside the family business in their early age and decide to work, stay, and take care with their family businesses as they feel like they have gained enough experience from the outside family business world. Age of successors also play an important role in developing their persistence and exertion despite of obstacles. Some participants revealed that as time passed by and they get older they are more open up their mind and also utilize their experience to create value for both their family and business.

##### 5) Workload Balance, Quality of Relationship, Roles Identity, and Gender

Results from the survey revealed that workload balance, quality of relationship, roles identity, and gender were statistically significant in predicting 1 out of 5 components of work passion for successors to strive for their family business. Data from surveys suggested that successors did find the need for workload balance

as leading factor to their work passion especially for the dimension of organization endorsement. This indicates that if successors feel that their work and their personal life in is a balance state, they tend to possess the positive attitudes toward the businesses and also the entrepreneurial mindset in performing their tasks.

However, some of the participants revealed that they did not believe in such boundary between work and personal life. In family business, the boundary between professional and personal lives is often ambiguous. Some participants talked about their Sunday family lunch that always turned into a board meeting. The business talk has been permeated to be the family life style that everyone accustoms with it. This does not imply that workload balance is not important to people in family business but it rather be seen as a part of their lives which leads to the inseparable of the unique integration of two profoundly different systems, family and business. Moreover, some participants revealed the advantage of joining family dinner in that it enhances their healthy family communication. Family members learn to talk to one another as business partners and not as siblings or cousins. They learn to listen actively, learn to not interrupt when others speak, learn to ask for clarification when don't understand which help facilitate the business communication skills to them. Thus, it helps establishing a boundary between the personal and the professional in a family business.

The results from survey indicated that quality of relationship is an important factor leading to work passion for successors in the dimension of organization endorsement. The more successors perceived that there is a positive relationship toward other family business members the more positive attitude successors would possess toward their organization and their families. Data from interview provided more explanation on the quality of successors' relationship towards family business member that it should be maintained at the proper level which helps enhancing business operations. Participants pointed out that if the relationship among family members were above the proper level, it might leads to family conflicts that one has been taking an advantage from another. The situation is easily seen and sometimes disguise in silos-family business. Moreover, most participants revealed that to avoid family conflict that might arise in the future, the family has been establish clear roles to each family member in the business. As such, the clear roles have been set out

boundaries that prevent the confusion of responsibilities and authority that often disturb a family business system.

Consistent with previous research, the results from this study found a significant relationship between identity centrality that successor has and work passion (Cardon, 2010). Data from interviews suggested that participants may be passionate about activities or objects, but the dominant focus was on action which is searching for opportunities, experimenting with new products, growing firms, helping other family business members. Once successors make sense with their own mind of providing the reason working with family business, it leads to the self-realization of what entrepreneurial action they should perform and also the decision to committed and stays with the organization. Passionate entrepreneur exploit the opportunity for high achievement so as to distinguish themselves from others (Shane and Venkataraman, 2000). The important aspect of entrepreneurship is the difficulties and challenges inherent in the process. It is well recognized that new venture creation and development is fraught with environmental stressors (Baron, 1998) and consequently successful entrepreneurs are thought to possess a high degree of mental hardiness (Hmieleski and Carr, 2008). However, what participants described was consistent with previous study in that entrepreneurship can cause frustration, stress, anxiety and excitement (Wilson, Centerbar, Kermer, and Gilbert, 2005). Those negative feelings deriving from engaging in entrepreneurial activity might be explained through an obsessive passion that one has when they give the disproportionate space to activity and other domains of life.

Furthermore, results from surveys reported that the gender of successors could also predict work passion especially in creative and eagerness to learn and organization endorsement dimension. Results from surveys suggested that female successors tend to show more creativity and intellectual consideration by using reason-based for continuous learning and improvement than male successors. The survey data reported the same for organization endorsement dimensions. However, data from an interview showed slightly different between male and female successors when looking into these sub-dimensions of work passion.

While looking into each component of work passion, data from surveys revealed that organization endorsement was the dimension that 8 of 12 factors could

predict its dimension (collaboration, procedural justice, meaningful work, autonomy, feedback, workload balance, task variety, and quality of relationship) which implied that all leading factors could enhance successors to have a positive attitude toward family business goals, values, and beliefs and also increase the sense of ownership that successors have toward an organization, which in turn lead to behaviors that could contribute to both their family and business.

The component of exertion and never give up was reported as could be predicted by 7 out of 12 factors. The dimension of exertion and never give up could be predicted by performance expectation, procedural justice, meaningful work, autonomy, feedback, task variety, and age of successors.

The component of intention to stay, and creative and eagerness to learn were reported as could be predicted by 6 out of 12 factors. Intention to stay could be predicted by collaboration, performance expectation, meaningful work, task variety, roles identity, and age. While the component of creative and eagerness to learn could be predicted by performance expectation, meaningful work, autonomy, feedback, task variety, and gender. However, data from surveys revealed that only 4 out of 12 factors could predict the dimension of absorption and striving for excellence, which include performance expectation, meaningful work, feedback, and task variety.

### **6.3 Discussion of Qualitative and Quantitative Investigations**

This research employed both qualitative and quantitative methods so as to serve the triangulation of the data. Results from both methods provided richer and more complete explanation to enhance the understanding of work passion for successors in family business. Participants viewed work passion the combination of an affective, cognitive, and behavioral component, which could be described as distinct feelings, which create powerful energy that, enable them to take action in their ventures. The survey results of this study helped uncover the factors leading to work passion for successors to strive in their family businesses. Each of the factors could be predicted some to all dimensions of work passion. Meaningful work and task variety were the two factors that could predict all dimensions of work passion for successors to strive for their family businesses. While others factors possess the ability to predict some

components of work passion only. Data from qualitative method helped established a sound explanation to understand the results from previous scholarly literatures.

## **6.4 Implications**

### **6.4.1 Implications for Scholars**

The main contribution of this research was that it provided meaning of work passion for successors to strive for their SMEs family businesses. Not only that this research provided what work passion is but it also gave the possible factors that could lead to work passion for successors to strive for their SMEs family businesses. As the study employed both qualitative and quantitative methods, researcher had benefits gaining from the data in that it provided richer and more complete information pertaining to understand successors and family business. This study integrated previous research on work passion to the real life experiences that successors of family business possess.

By using the inductive interpretations of successor themselves, supported and integrated with the use of extant theoretical frameworks concerning work passion, researcher could enhance the engagement of theories with the sense-making processes of successors (Lopez and Willis, 2004). As such, this provided a richer and perhaps more complete understanding of how successors experience work passion and where that work passion comes from.

As passion is dualistic in nature, it could either drive positive or negative organizational outcomes. Successors might sometimes experience negative emotions due to too much concern on their family businesses or might had a rigid form of persistence toward and activity, which could lead to negative affective states such as anxiety, stress, and guilt. But those negative states were not implied that successors had low level or no work passion. Several leading factors that were reported in this study could help scholars in understanding and encouraging successors' work passion to strive for their SMEs family businesses. The leading factors consist of meaningful work, task variety, performance expectation, feedback, autonomy, collaboration, procedural justice, age, workload balance, quality of relationship, roles identity, and gender.

Moreover, the study had provided insights into how work passion contributes to successors capacity to sustain entrepreneurial action to strive for their SMEs family businesses. Therefore, it added to the entrepreneurship and family business literature by providing empirical evidence of work passion. Nonetheless, the research paper also extended the body of knowledge for scholars in Thailand. Other scholars may want to continue the research on the topic of family business. The definition, the characteristics, together with factors leading to work passion provided from this study may be used and applied to future studies.

#### **6.4.2 Implications for Practitioners**

For practical contributions, applying the results of this research would be beneficial to family business practitioners. In the present study, researcher suggested that work passion is a powerful feeling that creates motivational energy leading to many positive family business outcomes. From the study, it can be seen that work passion grows naturally under specific conditions that one finds it important, hence family businesses can follow certain strategies to enhance this feeling identification with both family and business. Building of the results and findings from this study, researcher aimed to set some guidelines providing families in businesses with useful recommendations and best practices for the development and preparation of successors in SMEs family businesses.

The research findings suggested that work passion for successors in family business could be perceived as positive (e.g. commitment, happiness, joy), while for some cases the experience could become more negative (e.g. stress, pressure). As the two manifestations have different consequences for successors, researcher proposes some practices that could link to the developmental of work passion. Family and business might support successors to spend time together with other family business members through family meetings, visit the business, join family meals are likely to be supportive activities for engaging successors in business projects and the family.

Findings from the study revealed that successors want to join family business in a way that others accept their professional capacity. To enhance that, family business might establish fair rules, structures, and supportive environment for the advance in their career development. Moreover, senior family business members

could show their support by supporting their young generation in career decisions and discussing options for their professionals' development with openness and honesty. Nonetheless, it is important for successors to feel that they have some authority in making the decisions. It is important to respect successors' voice and provide the authority in making decision according to their skills and experience. Family business needs to set a clear boundary and roles to avoid any conflict that might arise.

This study suggested that in experiencing work passion, successors generally experience strong levels of feeling that create motivation energy to an individual that is closely associated with drive, enthusiasm, limitless energy, fire, push. However, the antecedents that activates those feeling seem to build from a very young age of successors. Senior family members are the key person who is able to influence and incubate the sense of being good member of family business in their young members. In the other words, senior family members are identified as mentor to their successors. Mentors could help encouraging successors to elevate higher responsibility and authority. Importantly, mentors should express confidence in successors' ability and encourage them to develop their own skills, goals, and strategies for personal success and the family business. This study pointed out that mentoring and proving trusting environment from an early age of their next generation family members could enhance a positive family climate that deem important to the success and sustain family business.

As the finding reported that successor perceived meaningful work and task variety as an important factor, which could lead them to gain work passion. Focusing on these two factors might enhance to customize developmental program for each successors and could be apply to others family business members to match the task or responsibility with their skills and experience. However, in the case of there are conflicts in family business, family business members might encounter the problems by positive emotions, particular trust, affection, humor, positive problem solving, empathy, active listening (Walsh, 2006). Positive and creative communication skills will benefit to an effective conflict management. Hence, building a healthy communication will not only provide a positive work environment but will empower the family to fight for their relationships and for their business.

## 6.5 Limitation, Strengths, and Recommendations for Future Research

Although the research has uncovered some beneficial findings in the study of family business succession, there are still some limitations to the studies that must be considered. Firstly, this study only focused on the family business in Thailand and the using of convenience sample has limited this study from generalized the data beyond the sample. Therefore, in order to make the study more general and applicable to various countries, future research should use different location settings to explore the phenomena. It would also be worth pursuing the question of whether culture affects family business management in general, and succession in particular. Moreover, this research is an example of cross-sectional research which only captures the data at a particular period of time. Therefore, future researchers should also employ other methods to study the how work passion affect the family business succession process. As there was no prior study on age and gender of successors related to work passion and this study also found those factors were significant in predicting work passion for successors to strive for their family businesses, then it required further study to understand more on the aspects of age and gender of successors on the family businesses.

Another limitation of this study is that the collection of sample was obtained through the self-selection of participants. Also, the nature of the survey was self-report, and therefore results relied on participants to answer questions with openness and honesty. The answers that participants provided through an interview might not reflect the true answer. This might because they wanted to express themselves and create an image as being mature and positive. Moreover, there was the limitation on language used. This research is presents in English, but all data derived from both interviews and surveys were conducted in Thai. There are some language difficulties in finding perfect terms to describe participant's feelings and stories, however, researcher fully concerned on this issue and did best to minimize this issue. Future research might improve the research instrument by ensuring the appropriate translated version of both interview questions and survey. Concerning on the reliability of a qualitative investigation, I tried my best to precautions to bracket my experiences and

my opinions when analyzing the data. This is to assure the trustworthiness, credibility, dependability, and transferability of the data.

A primary strength of this study is given that little literature exists on work passion especially in the field of family business. This has added to the contribution to the body of knowledge on succession in small and medium-sized family businesses in Thailand. Additionally, another strength of the study incorporates the participant composition of the sample. The majority of sample from both qualitative and quantitative study are comprised of successors who are adulthood that have an advanced ability to discuss complex facets of relationship dynamics given their educational and professional training.

## **6.6 Chapter Summary**

This chapter offered an interpretation and conclusion of the findings obtained and demonstrated why the findings are relevant to the research and to other research carried out. It is hoped that the limitations of researcher bias were kept to a minimum in terms of its effect on respondents' answers. The technique of allowing individuals to present some balancing positive and negative effects may have helped to lessen this inevitable bias.

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## **APPENDICES**

## **Appendix A**

### **Semistructured Interview**

#### **Open**

- **Welcome:** Say hello and self-introduce
- **Thank you:** Thank you the respondent for their time
- **Objective:** The objective of an interview is to understand work passion for successors in family businesses.
- **Benefits:**
  1. To facilitate an exchange of ideas, understand, and self-realization of successors about work passion in their family businesses.
  2. To help organization understand and able to plan activities or policies to foster work passion for successors in the organization.
- **Statement of Confidentiality:** Only the principle investigator, her advisor, and her dissertation committee have access to the tape. Your identity will be disclosed. No one inside or outside your family and your business will have access to the information. Investigator may use your quote for an interview by not mentioned your identity.
- **Discomforts and Risks:** There are no risks in participating in this research and please be assure that all of the answer will be disclosed and have no effect on your job security. Some of the questions that you might feel discomfort you may refuse to answer or provide information.
- **Permission to record an interview:** Ask respondent for permission to record an interview for data analysis purpose

- **Duration:** It will take about 60-90 minutes to complete the interview question

## **Body**

Please answer to the following questions.

### **Ice breaking activity (Draw Picture)**

**“ What do you think of when working in your family business? Please draw.”**

#### **1. Your feeling of being successor for your family business**

- 1.1. Please elaborate the picture drawn. What do you think of when working in your family business? What picture do you think of? Why?
- 1.2. What do you think of people of your age thinking of you as working in family business?

#### **2. What is work passion?**

- 2.1. What is work passion means to you?
- 2.2. Please share your experience in working in the family business that make you feel proudest, happiest, and most accomplish?
- 2.3. When work passion occur, how do you feel, what do you think, and how do you behave?

#### **3. What are the factors leading to work passion for successors in family businesses?**

- 3.1 From your best experience when you have work passion, what do you think is a leading factors for work passion to occur?
- 3.2 From the level of 1 to 10, how do you give yourself of work passion level?
- 3.3 When you feeling down, what could possible be the reasons that could make you gain work passion again?

#### **4. Activities and policies for boosting work passion for successors in family business**

- 4.1 Could you please give an example of the most impressive of an activity the foster work passion?
- 4.2 What activities or policies that organization of supervisor should design in order to drive your work passion?

**5. When think of working in your dream organization that fosters you to have work passion, what pictures do you think of? Please draw.**

**Ending** : Thank you very much for your participation in the study and your time.

## **Appendix B**

### **Samples of Survey (For Successor)**



**National Institute of Development Administration**

The purpose of this study is to examine work passion for successor in family business. You will be asked to answer 5 pages of closed-ended questions on a survey

The survey consists of 3 parts;

Part 1 : Work Passion

Part 2 : Factors Leading to Work Passion

Part 3 : Demographic Information

There are no risks in participating in this research. Your information will be kept confidential to assure that your job security will not be in jeopardy because of the information provided.

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National Institute of Development Administration (NIDA)

**Instruction :** Please select the most appropriate response by that best describe your situation

**Part 1: Work Passion**

No.	Question	Strongly Disagree	Strongly Agree			
Intent to Stay						
1.	I am confident that I will carry on my family business to last	1	2	3	4	5
2.	I am proud of being part of my family business	1	2	3	4	5
3.	I feel committed with my family business	1	2	3	4	5
4.	I never thought of working at somewhere else, even in a rough time	1	2	3	4	5
5.	I feel happy working here	1	2	3	4	5
Absorption and Striving for excellence						
6.	I am fully concentrate and put my effort in every task I do	1	2	3	4	5
7.	I am capable of performing task beyond the target	1	2	3	4	5
8.	I am willing to devote myself to work hard, if my performance could contribute to company's success	1	2	3	4	5
9.	I am willing to work in other department, even if it is beyond my responsibility	1	2	3	4	5
10.	I feel that my performance is part of my family business success	1	2	3	4	5
Creative and Eagerness to learn						
11.	I always plan before implement	1	2	3	4	5
12.	If work doesn't go as I plan, I always use reason-based consideration to find out the cause of failure	1	2	3	4	5
13.	I always seeks new ideas or new way of work in order to increase work effectiveness of my family business	1	2	3	4	5
14.	I see self learning and self developing as important	1	2	3	4	5
15.	I always seeks way to develop myself in order to produce a quality work	1	2	3	4	5
Exertion and never give up						
16.	When my family business face an obstacle, I never give up with it	1	2	3	4	5
17.	If my family business face a failure, I will being resilience and start it over	1	2	3	4	5
18.	I believe that every problem has a solution	1	2	3	4	5
19.	In succession of my family business I believe in the quote "Where there is a will, there is a way"	1	2	3	4	5
20.	I think the benefit of mistake is that we can learn from it	1	2	3	4	5

No.	Question	Strongly Disagree → Strongly Agree				
<b>Organization Endorsement</b>						
21.	I am concern about the survival of my family business	1	2	3	4	5
22.	I feel upset when others talk about my family business in a negative way	1	2	3	4	5
23.	I always tell others people about my family business in a positive way	1	2	3	4	5
24.	When people talk or understand my family business in a negative/wrong way, I will try to explain to them every time I got a chance	1	2	3	4	5
25.	I am proud to tell others that I work with my family business	1	2	3	4	5

## Part 2: Factors leading to work passion

No.	Question	Strongly Disagree → Strongly Agree				
<b>Collaboration</b>						
1.	My family business supports and encourages positive and cooperative relationships with others in the organization	1	2	3	4	5
2.	My family business express appreciation for each other's idea and support each other on project and tasks	1	2	3	4	5
3.	My family business see teamwork as an important elements for doing business	1	2	3	4	5
<b>Performance</b>						
4.	I fully understand of what people in my family business is expected from me	1	2	3	4	5
5.	I fully understand the concept and direction of my work	1	2	3	4	5
6.	I feel that my work is compared to an agreed-upon standard	1	2	3	4	5
<b>Procedural Justice</b>						
7.	My family business has policies and procedures that consistently and fairly applied	1	2	3	4	5
8.	My family business' policies and practices regarding compensation and benefits demonstrate respect for everyone in the organization	1	2	3	4	5
9.	I have an equal rights as others in my family business	1	2	3	4	5

No.	Question	Strongly Disagree	Strongly Agree	
<b>Meaningful Work</b>				
10.	I feel that my work is worthwhile and creates value to my family business	1	2	3
11.	I feel that the work I do helps me get respect and social recognition	4	5	
12.	I feel that the work I do help my family business attain our business goals	1	2	3
<b>Autonomy</b>				
13.	I have freedom to design how tasks are performed	1	2	3
14.	I have freedom to express my thought and to make decision on any work activities	4	5	
15.	My family business members trust me for my way of doing things	1	2	3
<b>Feedback</b>				
16.	When my task is accomplished, I receive a praise from my family business members	1	2	3
17.	My high level family business members always trust and accept the work that I responsible for	4	5	
18.	I always receive timely, relevant, and specific information regarding my performance from my family business members	1	2	3
<b>Workload Balance</b>				
19.	My workload is reasonably proportioned for my life and my work	1	2	3
20.	My high level family business members always support and help me manage the balance of my work and my life	4	5	
21.	I have an ample time for my life and my work proportionately	1	2	3
<b>Task Variety</b>				
22.	I have an opportunity to increase my knowledge and develop new skills in my job	1	2	3
23.	My work is boring, repetitive and doesn't challenge or interest me	4	5	
24.	I often bored about the work assigned	1	2	3
<b>Quality of relationship</b>				
25.	I always have trust in my family business members	1	2	3
26.	I have a good relationship with my family business members	4	5	
27.	I love to work among my family members	1	2	3

No.	Question	Strongly Disagree	Strongly Agree	
<b>Role identity</b>				
28.	Nurturing and growing my family business is an important part of who I am	1	2	3
29.	I feel proud of having an opportunity to succeed my family business	4	5	
30.	Searching for new ideas for products/services for my family business to offer is enjoyable to me	1	2	3
		4	5	

### Part 3: Demographic information

1. Gender: \_\_\_\_\_ Male \_\_\_\_\_ Female
2. Age: \_\_\_\_\_ years old
3. Your generation in the family business  
 \_\_\_\_\_ Founder  
 \_\_\_\_\_ 1<sup>st</sup> generation  
 \_\_\_\_\_ 2<sup>nd</sup> generation  
 \_\_\_\_\_ 3<sup>rd</sup> generation  
 \_\_\_\_\_ 4<sup>th</sup> generation  
 \_\_\_\_\_ Other  
 (Please specify) \_\_\_\_\_
4. Your highest education  
 \_\_\_\_\_ Less than Bachelor degree  
 \_\_\_\_\_ Bachelor degree  
 \_\_\_\_\_ Master degree  
 \_\_\_\_\_ Doctoral degree
5. Your current position  
 \_\_\_\_\_ Operation  
 \_\_\_\_\_ Staff  
 \_\_\_\_\_ First-line manager  
 \_\_\_\_\_ Middle manager  
 \_\_\_\_\_ Top manager  
 \_\_\_\_\_ Other  
 (Please specify) \_\_\_\_\_
6. Length of work in this company \_\_\_\_\_ years
7. How long does the business operate? \_\_\_\_\_ years

8. No. Of employee
- |       |               |
|-------|---------------|
| _____ | Less than 15  |
| _____ | 15-30         |
| _____ | 31-50         |
| _____ | 51-200        |
| _____ | More than 200 |
9. Which of the following best describes your business?
- Production
- |       |  |
|-------|--|
| _____ | Food & Beverage                            |
| _____ | Textile/Leather                            |
| _____ | Wood/Paper/Printing                        |
| _____ | Rubber/Chemical/Plastics                   |
| _____ | Ferrous/Non-Ferrous                        |
| _____ | Machinery & Accessories for transportation |
| _____ | Other                                      |
| _____ | (Please specify) _____                     |
- Trading
- |       |                        |
|-------|------------------------|
| _____ | Retailing              |
| _____ | Wholesaling            |
| _____ | Other                  |
| _____ | (Please specify) _____ |
- Service
- |       |                          |
|-------|--------------------------|
| _____ | Hotel/Tourism/Restaurant |
| _____ | Creative & Design        |
| _____ | Logistics                |
| _____ | Healthcare               |
| _____ | Construction             |
| _____ | Other                    |
| _____ | (Please specify) _____   |

**Thank you**

## **Appendix C**

### **Samples of Survey (For Family business member)**



### **National Institute of Development Administration**

The purpose of this study is to examine work passion for successor in family business. You will be asked to answer 6 pages of closed-ended questions on a survey

The survey consists of 3 parts;

Part 1 : Work Passion

Part 2 : Factors Leading to Work Passion

Part 3 : Demographic Information

There are no risks in participating in this research. Your information will be kept confidential to assure that your job security will not be in jeopardy because of the information provided.

Nattaporn Virunhagarun

School of Human Resource Development

National Institute of Development Administration (NIDA)

**Instruction :** Please select the most appropriate response by that best describe your situation

### Part 1: Work Passion

No.	Question	Strongly Disagree	Strongly Agree		
<b>Intent to Stay</b>					
1.	I am confident that successor of this family business will carry on business to last	1	2	3	4
2.	I think that successor of this family business is proud of being part of the business	1	2	3	4
3.	I think that successor of this family business is committed to the business	1	2	3	4
4.	I think that successor of this family business is never thought of working at somewhere else, even in a rough time	1	2	3	4
5.	I think that successor of this family business is feeling happy working here	1	2	3	4
<b>Absorption and Striving for excellence</b>					
6.	I think that successor of this family business is fully concentrate and put effort in every task h/she do	1	2	3	4
7.	I think that successor of this family business is capable of performing task beyond the target	1	2	3	4
8.	I think that successor of this family business is willing to devote him/herself to work hard, if h/she know that h/she performance could contribute to company's success	1	2	3	4
9.	I think that successor of this family business is willing to work in other department, even if it is beyond h/she responsibility	1	2	3	4
10.	I think that the performance of successor of this family business is contributed to family business success	1	2	3	4
<b>Creative and Eagerness to learn</b>					
11.	I think that successor of this family business always plan before implement	1	2	3	4
12.	If work doesn't go as the plan, successor of this family business always use reason-based consideration to find out the cause of failure	1	2	3	4
13.	I believe that successor of this family business always seeks new ideas or new way of work in order to increase work effectiveness of business	1	2	3	4
14.	I believe that successor of this family business see self learning and self developing as important matter	1	2	3	4

No	Question	Strongly → Strongly Disagree Agree				
15.	I believe that successor of this family business always seeks way to develop him/herself in order to produce a quality work Exertion and never give up	1	2	3	4	5
16.	When my family business face an obstacle, successor of this family business never give up with it	1	2	3	4	5
17.	If the family business face a failure, successor of this family business will being resilience and start it over	1	2	3	4	5
18.	I think that successor of this family business believe that every problem has a solution	1	2	3	4	5
19.	In succession of this family business, I think that successor of this family business believe in the quote “Where there is a will, there is a way”	1	2	3	4	5
20.	I think that successor of this family business believe in learning through their mistake	1	2	3	4	5
Organization Endorsement						
21.	I think that successor of this family business is concerned about the survival of business	1	2	3	4	5
22.	I think that successor of this family business is feeling upset when others talk about his/her family business in a negative way	1	2	3	4	5
23.	I think that successor of this family business always tell others people about the business in a positive way	1	2	3	4	5
24.	When people talk or understand family business in a negative/wrong way, I believe that successor of this business will try to explain every time h/she got a chance	1	2	3	4	5
25.	I believe that successor of this family business is proud to tell others that h/she work in the family business	1	2	3	4	5

### Part 2: Factors leading to work passion

No.	Question	Strongly Disagree	Strongly Agree	
<b>Collaboration</b>				
1.	This family business supports and encourages positive and cooperative relationships with others in the organization	1	2	3
2.	The family business express appreciation for each other's idea and support each other on project and tasks	4	5	
3.	This family business see teamwork as an important elements for doing business	1	2	3
<b>Performance</b>				
4.	I think that successors of this family business is fully understand of what people in business is expected from him/her	1	2	3
5.	I think that successors of this family business is fully understand the concept and direction of his/her work	4	5	
6.	I think that successors of this family business feel that his/her work is compared to an agreed-upon standard	1	2	3
<b>Procedural Justice</b>				
7.	This family business has policies and procedures that consistently and fairly applied	1	2	3
8.	The family business' policies and practices regarding compensation and benefits demonstrate respect for everyone in the organization	4	5	
9.	Successor of this family business has an equal rights as others in this family business	1	2	3
<b>Meaningful Work</b>				
10.	I feel that successor's work is worthwhile and creates value to the business	1	2	3
11.	I feel that the work successor do helps h/she get respect and social recognition	4	5	
12.	I feel that the work successor do help the family business attain business goals	1	2	3
<b>Autonomy</b>				
13.	I think that successor of this family business has freedom to design how tasks are performed	1	2	3
14.	I think that successor of this family business has freedom to express his/her thought and to make decision on any work activities	4	5	
15.	I think that the family business members trust successor in his/her way of doing things	1	2	3

No.	Question	Strongly → Strongly Disagree Agree				
		1	2	3	4	5
Feedback						
16.	When the task is accomplished, successor of this family business receive a praise from family business members	1	2	3	4	5
17.	Seior family business members always trust and accept the work that successor of this family business is responsible for	1	2	3	4	5
18.	Successor of this family business always receive timely, relevant, and specific information regarding his/her performance from family business members	1	2	3	4	5
Workload Balance						
19.	Successor of this family business' workload is reasonably proportioned for his/her life and work	1	2	3	4	5
20.	Senior family business members always support and help successor manage the balance of his/her work and life	1	2	3	4	5
21.	I think that successor of this family business has an ample time for his/her life and work proportionately	1	2	3	4	5
Task Variety						
22.	I think that successor of this family business has an opportunity to increase knowledge and develop new skills in his/her job	1	2	3	4	5
23.	I think that successor of this family business is feeling his/her work is boring, repetitive and doesn't challenge or interest him/her	1	2	3	4	5
24.	I think that successor of this family business often bored about the work assigned	1	2	3	4	5
Quality of relationship						
25.	I think that successor of this family business always has trust in family business members	1	2	3	4	5
26.	I think that successor of this family business has a good relationship with family business members	1	2	3	4	5
27.	I think that successor of this family business love to work among his/her family members	1	2	3	4	5
Role identity						
28.	I think that successor of this family business is feeling that nurturing and growing the family business is an important part of who h/she is	1	2	3	4	5
29.	I think that successor of this family business is feeling proud of having an opportunity to succeed his/her family business	1	2	3	4	5
30.	I think that successor of this family business enjoy searching new ideas for the products/services of his/her family business	1	2	3	4	5

### **Part 3: Demographic information**

1. Gender: \_\_\_\_\_ Male \_\_\_\_\_ Female
2. Age: \_\_\_\_\_ years old
3. Your generation in the family business  
 \_\_\_\_\_ Founder  
 \_\_\_\_\_ 1<sup>st</sup> generation  
 \_\_\_\_\_ 2<sup>nd</sup> generation  
 \_\_\_\_\_ 3<sup>rd</sup> generation  
 \_\_\_\_\_ 4<sup>th</sup> generation  
 \_\_\_\_\_ Other  
 (Please specify) \_\_\_\_\_
4. Your highest education  
 \_\_\_\_\_ Less than Bachelor degree  
 \_\_\_\_\_ Bachelor degree  
 \_\_\_\_\_ Master degree  
 \_\_\_\_\_ Doctoral degree
5. Your current position  
 \_\_\_\_\_ Operation  
 \_\_\_\_\_ Staff  
 \_\_\_\_\_ First-line manager  
 \_\_\_\_\_ Middle manager  
 \_\_\_\_\_ Top manager  
 \_\_\_\_\_ Other  
 (Please specify) \_\_\_\_\_
6. Length of work in this company \_\_\_\_\_ years
7. How long does the business operate? \_\_\_\_\_ years
8. No. Of employee  
 \_\_\_\_\_ Less than 15  
 \_\_\_\_\_ 15-30  
 \_\_\_\_\_ 31-50  
 \_\_\_\_\_ 51-200  
 \_\_\_\_\_ More than 200

9. Which of the following best describes your business?
- |            |   |
|------------|---|
| Production | <input type="checkbox"/> Food & Beverage                            |
|            | <input type="checkbox"/> Textile/Leather                            |
|            | <input type="checkbox"/> Wood/Paper/Printing                        |
|            | <input type="checkbox"/> Rubber/Chemical/Plastics                   |
|            | <input type="checkbox"/> Ferrous/Non-Ferrous                        |
|            | <input type="checkbox"/> Machinery & Accessories for transportation |
|            | <input type="checkbox"/> Other                                      |
|            | (Please specify) _____  |
| <br>       |   |
| Trading    | <input type="checkbox"/> Retailing                                  |
|            | <input type="checkbox"/> Wholesaling                                |
|            | <input type="checkbox"/> Other                                      |
|            | (Please specify) _____  |
| <br>       |   |
| Service    | <input type="checkbox"/> Hotel/Tourism/Restaurant                   |
|            | <input type="checkbox"/> Creative & Design                          |
|            | <input type="checkbox"/> Logistics                                  |
|            | <input type="checkbox"/> Healthcare                                 |
|            | <input type="checkbox"/> Construction                               |
|            | <input type="checkbox"/> Other                                      |
|            | (Please specify) _____  |

**Thank you**

## **Appendix D**

### **Samples of Interview Transcript**

#### **Interviewer No. 1**

##### **Demographic Information**

Name: Ann

Time: 60 minutes

Interview Venue: Butter Cup Restaurant, Soi Soonvijai, Bangkok THAILAND

Gender: Female

Age: 32

Generation: 1

Education: Master Degree

Position: Finance & Accounting Manager

Length in the company: 8 years

Length of the company: 19 years

Number of employee: 50

Business Type: Import & Export (Agriculture)

Researcher began by reading the **Opening** and **Directions** from the interview protocol (see Appendix A).

**Researcher:** What do you think of when working in your family business? What picture you have in your mind when thinking about it? Please draw.

**Ann:** (Drawing a picture of a dining table that have 3 men and 3 ladies sitting on a chair having coffee together)

**Researcher:** Could you describe this picture, please?

**Ann:** Umm. I drew my family. This is my dad, my mum, my two brothers, me, and my sister having morning coffee before start working.

**Researcher:** Oh, that's cool! So you meet everyone everyday before going to work?

**Ann:** Yeah, kind of but not everyday. We still live together. No one is getting married yet so yeah mostly we have breakfast together before going to work.

**Researcher:** Could you please elaborate more about the drawing of a picture that look like a noise in this picture?

**Ann:** Okay (laugh). Our family talks much. We're a talkative person. Morning time is just the time for everything from nonsense stuffs to consult each other about business issues. Since we're family business and everyone is working in the same company so we don't have to wait until we get to our office we can talk right away about everything.

**Researcher:** This's sound like your and your family is close together.

**Ann:** Yes we are and sometimes we drive each other crazy but that's all right.

**Researcher:** So what do you think of working in the family business? How was it?

**Ann:** It is good actually. But sometimes I feel a little bored. I mean, it's cool that you have a chance to work with the person that you close with but sometimes I feel like I want to try something else.

**Researcher:** What do you mean you want to try something else?

**Ann:** My job is mostly deal with the paper work. But that is my thing. I've been following this route since the beginning. Dad and mum have planned it out for us since we were very young. I studied accounting in bachelor and further on business in master. It's a good plan though (pause).

**Researcher:** If it's a good plan why you said you wanted to try something else?

**Ann:** You know what, good plan doesn't mean it's always challenging me. I feel that what I'm doing right now is not interesting at all. It is a routine job. I have to process and prepare the entire document for the shipping process and all the accounting things. I think it's time to hire some admin to work on this so I can go do something else, something that is more challenging and more variety than this.

**Researcher:** Why do you need more challenging tasks?

**Ann:** I want to exercise my brain and my skill. Routine job make me weak. I wanted to prove that I am multitask person. I can do a lot of things.

**Researcher:** So the financial and accounting stuffs is not challenging you right now?

**Ann:** Still it is, especially in this economic. We need find the best way with our investment money to yield maximum return. It sure does need a lot of thought but still

very much a routine one. I want to go out to get on the site like my brother but dad think that is a boy job. Girl needs to stay inside.

**Researcher:** Would that upset you?

**Ann:** Yes of course. That's why I need an opportunity to prove myself that I can.

**Researcher:** And do you have a chance doing that?

**Ann:** Sometimes.

**Researcher:** Can you tell me about it?

**ann:** We do buy and sell agricultural products like grain, bean, corn something like that. I sometimes got a chance to go out with dad to deal directly with the farmers. Go see how they work, talked with them, deal with them. It's kind of far away from the city but still exciting me to have a chance doing that.

**Researcher:** So you like to do a variety of task?

**Ann:** I guess so. Having a chance to work in a variety of task can be one of the ways to find what I really good at you know.

**Researcher:** I see. And what do you think of other people thinking of you as working in the family business?

**Ann:** My friend thinks it kind of an easy task. They usually think I'm doing nothing all day (laugh). Don't know why they think like that (laugh). But you know, a friend who work in the family business we do understand each other.

**Researcher:** What do you mean understand each other?

**Ann:** I mean we're in the same position. The pressure we get, the condition we have, or the wealth that we sit on have an effect on us. Happen to take care of the whole business is sure different from being an employee in some company. We've got so much to think. A friend who doesn't in the same position as us seems to have some difficulties understanding this. My friend used to ask me why don't I go to work with the big company rather than shut down all opportunity and working in a small family business. I'm so honest and clear about my answer. I'm here for a reason and that reason is to make a journey, a journey that has my family beside me. Journey that I actually care about. Sometimes it rough but I don't let little things worried me.

**Researcher:** How about the other people that is not your friend would think of you working here?

**Ann:** If for the senior people, I think they would think of me as a good girl who helps sharing the workload from my parents.

**Researcher:** How does other's opinion about you affect you?

**Ann:** Nothing. I know who I am and I know what am I doing now. So what others people thinking of me doesn't affect me at all.

**Researcher:** Okay, I'm going to talk about work passion (Researcher ask in translated Thai word represent work passion). What is work passion means to you?

**Ann:** What is it again? It seems hard to catch in this Thai word.

**Researcher:** Work passion (Researcher speak back and forth between Thai and English word of work passion).

**Ann:** Ahh..work passion! To me the word passion represents love. Combining it with work, should be the love that we have for our work. Does it make sense?

**Researcher:** Of course. But could you please elaborate of what you think it would be if you have work passion?

**Ann:** Let me think. (ความมุ่งมั่นและพลังขับเคลื่อน , #1 speaking of Thai word that represent work passion in Thai meaning). I think I would have energy. I would have power capable of doing things (pause). Okay I got it. I think, it is a power inside you that kick you through any situation. When you succeed at something this energy cheer you up. But if you fail, it gives you a chance to start over.

**Researcher:** Work passion does cheer you up and providing a chance?

**Ann:** Yeah, I think with this work passion we don't give up easily. As the owner of the business, you can't not give up easily. Your decisions have an affect to all your employees. Actually, it does have an affect on both our family and our company.

**Researcher:** I see. Do you have any experience while you working here that make you feel proudest, happiest, or most accomplishing so far?

**Ann:** Proudest, happiest, most accomplishing. Let me think (pause). Not exactly proudest or happiest moment but it does make me feel really good. It is when dad and mum told me that they proud of having us as their children. Not a long speech but the look through their eyes, the touch and the hug that they gave me was really warmth my heart.

**Researcher:** What do you think they mean about that?

**Ann:** There're always expectations, right? If it's not from others then it's from you. I know that they expect me to carry on this company and yes, I'll never let them down. Having outsider working instead of me could never be the same. I may not be a professional right now but I'm working on it. They have taking really good care to us. Ever since we were young, they taught us everything. Everything about me right now is reflecting of how we've been taught.

**Researcher:** It's seems like your parents have much influence to you.

**Ann:** Yes they are. They are like my mentor. I learn, I grow mostly by looking at them. They are like my role models.

**Researcher:** So what do you think it drives you to have work passion?

**Ann:** The task of course. The complexity of the task. The importance of that responsibility.

**Researcher:** Not the family?

**Ann:** To have work passion? Should it focus on work only? Family does have an effect on me in many cases. But if you talk about work passion, I'd rather think of it on the work side.

**Researcher:** Do you think that you have passion for you work, right now?

**Ann:** Some day I do but some other day I don't

**Researcher:** What make it be like that?

**Ann:** I guess the challenging of the task. I want to try something new to the company. Working here make me want to develop it, to make it better. Some working process still be in an old style.

**Researcher:** What is an old style?

**Ann:** Our document and accounting process, for example, it's redundant. If we used computer program to help us it would be much easier but it's not an easy task changing things around here.

**Researcher:** Does it challenge you?

**Ann:** Yeah, it is now my mission to gain the trust from my parents and our senior employees to change our working process. This is my new focus. I try to offer them with lots of easy program to enhance our document process. When someone said that it was easy to understand I felt really good.

**Researcher:** Could you please describe that feeling?

**Ann:** It makes me smile. It makes me excited to know that my effort has been appreciated.

**Researcher:** Is this the day that make you feel passionate about your work?

**Ann:** Yes I think so.

**Researcher:** Do you think what you have experienced with work passion help define who you are?

**Ann:** Define who I am? Perhaps. I like to try new things, I wanted to develop our company, I wanted to make it last for a long time, I love helping my parents because now they're getting old. They should have the time to rest. Yeah, I guess the answer is yes.

**Researcher:** How about some other day that you don't have passion?

**Ann:** Nothing special, it happens on the day that I'm in a bad mood.

**Researcher:** What could possibly make you in a bad mood?

**Ann:** A lot.

**Researcher:** For example?

**Ann:** When I don't understand people's want. Sometimes others people come talk to you with something hidden in their word. I just hate that. You just tell me what you want. I don't have time for any psychological game. Or it could be that when something goes wrong, we need to fix it right? But instead, mum start to complain and it drive me crazy.

**Researcher:** Why does it make you crazy?

**Ann:** It's such a waste of time. It's right that we have to know what is the cause of the issue. But after that it's time to fix it not a time for complaining. Complaining just make the working environment goes down.

**Researcher:** So working environment is kind of have an impact on your work?

**Ann:** Yes, it does.

**Researcher:** So when you feeling down, what could possibly bring you up? To make you passionate on your work again.

**Ann:** My self and time. If I'm in a bad mood, then I need some time out. Otherwise I can't work effectively. Chocolate helps me (laugh).

**Researcher:** What you do in the time out period?

**Ann:** To pull myself back together. To bring my conscience back. In working, if you don't concentrate, you can't do anything.

**Researcher:** So this helps you boost up your work passion?

**Ann:** I think so. If you don't concentrate, you may just do it day by day and the outcome of your work might not pretty.

**Researcher:** Have you ever suffered for your passion or has it ever created any conflict?

**Ann:** Sure especially this year. I thought last year was bad but this year is worst. The market is so bad so we need to think a lot, we need to brainstorm to come up with good plan about our business. We need a lot of back up plan. I always have my notebook on my bed because I hate to forget an awesome idea that I just dreamed about it. Sometimes I lacked of sleep because there's an anxiety inside me.

**Researcher:** It creates an anxiety to you?

**Ann:** Yes sometimes and it causes me stress too.

**Researcher:** How would you do if you get stressed?

**Ann:** Talk to my parents I know they can help ease it.

**Researcher:** Why your parents can help ease it?

**Ann:** They can help me with anything. Like I say that we're close together. I normally talk to them about everything. Their experience and their opinion matter to me most. Who else can give you a better suggestion than your parents?

**Researcher:** Wow. That's cool. Do you think the quality of the relationship between you and you family members has an effect on your work passion?

**Ann:** Not really. We're family. It's a fundamental of being family. Our family is lucky that we're close together. We know each other quite well but things may change if we have the third party coming in.

**Researcher:** What do you mean third party?

**Ann:** I mean if some of us get married there will be spouse coming in. The rules might change.

**Researcher:** Your family has rules?

**Ann:** Yeah, it's not exactly a solid rule but it's something that we agree to hold it together.

**Researcher:** Could you please give me some example?

**Ann:** We agree not to let spouse working in this company. To many people comes to much trouble. Rivalry among siblings isn't pretty at all. We can't let that happen.

**Researcher:** And what do you mean that the rule might change?

**Ann:** I don't know. It's not happen yet (laugh). It may be the rules that help us get a clearer picture of what our future would be. Many siblings like our family, it has to be clear in everything. We can't risk our family to anything.

**Researcher:** Is there any activities or policies for boosting work passion in your family business?

**Ann:** (long pause) Sometimes I wondered that do we really have to find our true passion? What if it doesn't match with the thing you do right now? Will it make you feel bad or useless? As being in family business I can say that you do have an option for not working here but there're also other sentimental conditions like mom and dad is getting old, who is going to take care of the business. It may cause a conflict in your mind and turn out to be a stressful person.

**Researcher:** If that, what could be the change or what could solve that issue?

**Ann:** Time. It's a matter of time. Our family doesn't force any of us to work here. We have freedom to choose the job we want to do. I, myself worked with other company for few years until I think it's time to come back and help them.

**Researcher:** How do you know it's time you have to come help your parents?

**Ann:** I can't think of any other good reason to back me up of working for other's company while you have your own. After gain an experience, feel the pressure of being an employee, and lot of things, I think it's time.

**Researcher:** Do you mean freedom is the thing you think is important in boosting work passion?

**Ann:** Guess so. It's hard to know what you really want to do in your life. My friends still discuss about this. We're now in mid 30s and some of us still confused of what really do make them happy. But if you happen to have a chance to do many things, then you have an advantage in searching your own feelings. Forcing to join family business might results in resistance.

**Researcher:** Is there any other policies that can drive work passion?

**Ann:** Maybe we need to be clear and fair in everything especially among family members.

**Researcher:** Why? Is there anything that makes you feel the unfairness right now?

**Ann:** Not really. But we're in a Chinese family, there's still believe that boy is strong. Boy can take care everything. Luckily, our parents quite modernize about this. They treated us fairly.

**Researcher:** I would like you to imagine of your dream family business that fosters you to have work passion, what would it be?

**Ann:** Having everyone helping each other out. Separate the task based on everyone skill. Focus on personal qualities rather than gender, age, or bloodline. Even if I'm a big sister, it doesn't mean that I'm the brightest. We need to find the way to bring out the best in everyone. We need to put the man in the right job. We need to openness to each other, communicate to each other in a creative way. We need to increase everyone interpersonal skill not only to our family members but also our stakeholders.

**Researcher:** Thank you very much. Before we end, I would like to ask some more about demographic data.

Researcher gathered **Demographic Information**.

Researcher read the **Ending** section from the interview protocol (see Appendix A).

\*The interview transcripts are available upon request.

**BIOGRAPHY****NAME**

Nattaporn Virunhagarun

**ACADEMIC BACKGROUND**

Bachelor's Degree in Business Administration from Chulalongkorn University, Bangkok, Thailand in 2004 and a Master's Degree in International Business from University of International Business and Economics, Beijing, China in 2008

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