

THE HETEROGENEITY OF FAMILY FIRMS IN ELECTRONIC COMMERCE DEPLOYMENT (A RESEARCH ON SUCCESSION IN FAMILY SMES) *

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Abstract

This particular review is exploring your family firms' heterogeneity factors' assignments upon Digital The business sector (EC) usage associated with family members Little and even Medium-sized Businesses (SMEs). The goal of the research is to investigate the result regarding 'Intergenerational Successions' being a primary heterogeneity issue, different your family via nonfamily companies about EC use being an amount associated with digital the business sector application within loved ones SMEs. The postal-mail study set of questions was initially delivered to typically the thousands of accidental picked trial samples through Commercial Park systems Company (ISIPO) data source within Armed forces africa like small sample structure from where 416 household SMEs had been mixed up in evaluation. The final results display a minor marriage among 'Intergenerational Successions' together with EC use inside family members SMEs.

Keywords: and phrases: Family members companies, Iranian loved ones SMEs, EC Use, Intergenerational Transmission

INTRODUCTION

'Intergenerational Succession' is 1 the primary heterogeneity variables within household SMEs, unique your family coming from nonfamily organizations (Molly, yr; Cornille au même tire que ing., 2019). 'Intergenerational Succession' may be a life-run-cycle procedure inside the friends and family SMEs when the 'Family Era inside Charge' both in title together with administration elements might be transformed. The particular ownership/management within relatives SMEs relates to the particular generational advancement procedure, so-called 'Intergenerational Subsection'.

Typically the sequence not just is actually a time frame involving spouse and children companies, but in addition an essential plus complicated technique of lifetime action (Arzubiaga ain 's., 2018; Molly, 2009). In accordance with Chrisman de plus approach. (2003), family members firms' management could belatedly digest that your series is not really a job for being set up by way of a very simple notice, plus it demands many years of preparing plus supply, struggling the method that will do not ever ceases.

Once the owners/managers of your loved ones organization opt to stop working from authority obligation, they will deal with the 2 primary alternatives, moving this company towards the climbing down or even trading the

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business (Jamali de surcroît 's., 2015). A couple of research met the initial choice is strongly remained (i. orite., Bjuggren in addition to Sund, i b?rjan p? tv?tusentalet; Westhead, the year 2003; Arzubiaga ainsiq ue way., 2018). This kind of variable plus inspiring transformation associated with capability throughout household firms' everyday living routine and even management should ponder over it being a life time well prepared method. Rawal et. al (2021), Poongodi et. al(2022), Ramesh TR et.al (2022), Ahila A et.al (2022), Muniyappan et.al (2022).

Your family companies based on a ownership/management a long time could have their very own qualities, conflicts, plus a priority, indicating the particular symptoms associated with family members SMEs won't be the same within the varied generations' fingers (i. ice., Schulze de même que ing., 2003a; Kaye together with Regency, 2005; Daspit, 2018). The particular 'innovational actions regarding family group SMEs successions' result (i. a., McConaughy plus Phillips, 99; Molly, year; Daspit tout autant que 's., 2018 plus Sartori, 2011) within Usa had been particularly experienced in order to solution no matter if 'Intergenerational Successions' use virtually any influence within the EC usage procedure within Iranian family unit SMEs, because the explore problem, in the present review.

Family unit firm's sequence inside the associated materials had been split in a few general generational levels: Launching an online business with Owners/Managers (1st Generation) without having Intergenerational Transmission, Cousin Spouses (next Generation) using a single Intergenerational Series, plus Relative Trust (3th or perhaps later Generation) along with a couple of Intergenerational Transmission (Molly, last year; Daspit ainsiq ue approach., 2018); yet, in the modern research, using the analysis associated with Notre Breton-Miller, Callier plus Steier (2004) in addition to Molly (2009), the household firm's sequence was thought about the repeated method, manifested by way of a multidimensional adjustable.

A particular dimension unit just for 'Intergenerational Successions' originated on this research searching on the several major Sequence factors, involved with 'intergenerational managing successions', 'intergenerational property successions', plus 'older several years nonparticipation ', removed through the brochures (MM Kamruzzaman et. al 2022) . Typically the old genera- tions' contribution relates to a great rudimentary ownership/management series above decades with which, inspite of formal ownership/management disruption in between models, typically the opportunistic control, observation, organi- zation involving old generation(s) even now is available for the socalled 'generational shadow' (Davis plus Harveston, 99; Pessotto ou way., 2019).

The actual examine, in line with the 'organizational understanding theory', directed for the company listening to advice from the particular sequence findings and even seeing that typically the powerful transmission to be able to cer- tified loved ones (prepared simply because abilities around versions using a clean 'Insight') is among the key tactical commitments inside home companies (supported simply by 'Cognitivism' way associated with Under- standing theo- ries), responded that will Iranian family members SMEs by simply evolving within the even more intergenerational transmission are more liable possess a practice-learned enterprise schedule together with numerous vivid creative ideas, hence, a lot more EC uniqueness use (See Sum 1).

Hypothesis

H: Perceived organizational resource has a direct effect on EC adoption in Iranian family SMEs

It was maintained the particular current hunt for Sartori (2011), demonstrating the newest decades are excited in the direction of brand new technology and also have a brand new (cognitive) capability to simply accept ICT plus technologies.

Together with each other, thinking of many over ideas, typically the EC ownership inside Iranian loved ones SMEs was basically put through become possibly impacted by 'Intergenerational Successions', understood to be the particular switching from the home in control more than era (extracted through Molly, 2009) in the present review. It was thought being the probably warmed talk showing the particular substantial paucity within Iranian family members SMEs in order to start EC adopting system resolved since the analysis issue.



LITERATURE REVIEW AND RESEARCH MODEL

In line with the specific household firms' booklets, there may be factor in between generations' conduct throughout friends and family companies, suggesting the consequence of family members technology in control upon relatives firms' innovational patterns cannot end up being unnoticed. The purpose had been maintained the particular research associated with Keep (1987), Zahra (2005), Callier and even Votre Breton-Miller (2006), Delmar plus Wiklund (2008), Molly (2009), together with Jamali, Samadi, plus Gharleghi (2015), exhibiting the various spouse and children firms' habits with regards to 'Innovation Adoption' more than models such unique organizations.

Nevertheless, in spite of the treated variations between versions, there is some sort of scarcity intended for showing their problems for the judgements plus action of your loved ones businesses, specifically Household SMEs, which has been focused to satisfy nowadays in this research regarding EC re-homing conduct within household SMEs inside Usa. There exists a minimal identified concerning the risks associated with series in the behaviour involving small-and medium-sized family group organizations (Molly, 2009). You will find a conflict within the investigate outcomes, pertaining to it is results inside the associated materials.

Study regarding Zahra (2005) in addition to Fernandez and even Nieto (2005) identified that after brand new decades associated with loved ones come to be positively mixed up in provider, riches improves together with arranged restoration has become plans, consistent with Delmar plus Wiklund's (2008) research results, validating 'inter- generational differences' is a crucial thing to get conveying family unit firms' originality in addition to development habits.

They will validated this kind of impacts on simply by showcasing the purpose the up coming years a lot more intensively develop your decision when it comes to 'Internationalization', compared to the cousins, who else in spite of larger convenience of expansion, commonly focus on an area industry. These people, assistance this sort of influence simply by impressive the particular 'Fresh Insights', which might discover the modern era in the enterprise, like a reason regarding 'Incentive-to-Innovate' behaviour method.

Kellermanns and even Eddleston (2006) arrived at the other bottom line. That they located simply no important result associated with generational engagement upon corporate and business entrepreneurship. They will believed folks tend not to are more or perhaps much less enterprisinggo-getting, gumptious, pioneering, up-and-coming with time. Scientists mentioned you will find a bad cycle result within home organization more than ages. As an example, Matn together with Lumpkin (2004) explained typically the up-and-coming positioning is likely to minimize above many years.

Likewise, McConaughy plus Phillips (1999) advertised the following sometime later it was era family members organizations are usually not as likely to purchase funds machines, R&D, plus make use of fresh technology in addition to market segments. This particular fits considering the research involving Kelly ou 's., (2000) that will demonstrated a lot more chance of loved ones members' harmonic intellectual and even fairly help right from founder(s), even more efficiently innovational within founders' household SMEs, based on the founder(s) huge 'Density' together with 'Centrality' inside a spouse and children SMEs' social networking (explained by simply 'Social Community Theory').

Inspite of the detectable campaigns within making clear the particular EC enslavement as a possible advancement actions throughout Iranian SMEs (i. electronic., Ajdari, the year of 2007; Afzal, 2008), you can find very little connected examine upon friends and family SMEs within Serbia, especially, pertaining to the consequences of 'Succession' on the EC indent procedure. The numerous distinctions involving nonfamily plus relatives SMEs with regards to EC usurpation make typically the studies' outcomes inconsistent with regards to detailing Iranian spouse and children SMEs' EC infringement actions, specifically, regarding 'Succession'. The existing analyze provides attempted to limited the particular known to be space.

RESEARCH METHOD

Measures of constructs



EC adoption

'EC Adoption' in the present research was mentioned simply by aggregating three major things (based upon review associated with Chong, 2006): 'Volume' because the level of company the fact that organization came about through B2B/B2C Internet/Web-based EC (Conducted Online), 'Diversity' when the amount of range within EC company capabilities (Emailing, Digital promotion as well as Marketing and advertising, Web based buy satisfaction, Buy condition monitoring, Over the internet repayments digesting; Lawson tout autant que 's., 2003) done simply by B2B/B2C Internet/Web-based EC (in anxiety about their particular investing associates plus customers), and even 'Breadth' for the amount that a strong is promoting EC associations having its investing spouses together with clients (extracted via Chong, 2006), proper simply by 5-Point Likert ranking degree. Inside the customer survey (Table 1), 3 issues (EC1-EC3) looked for typically the Owner-Manager CEO's judgment in the level regarding EC application inside his or her corporation.

DISCUSSIONS

The effect of the existing analyze demonstrated a new minimal associated with bad romance in between 'Intergenerational Successions' plus EC use within Iranian spouse and children SMEs. The reason why Intergenerational transmission got zero substantial partnership together with EC adopting could possibly be described searching with the stage that folks tend not to be or perhaps fewer pioneering up-and-coming as time passes (Kellermanns plus Eddleston, 2006).

Searching in the materials, the research regarding Kellermanns plus Eddleston (2006) also available the particular 'Intergenerational successions' never to be considered an aspect involving EC re-homing inside Iranian family members SMEs. However some additional scientific studies inside the materials (i. at the., Sartori, 2012; Zahra, 2006; Fernandez plus Nieto, 2005) identified a substantial optimistic connection involving the Intergenerational series plus innovational behaviour within family group organizations, it could be linked to family members SMEs which put together proficient new-generations to regulate their particular firms' upcoming.

Another achievable purpose 'Intergenerational successions' would not anticipate EC trespassing such specific SMEs in the present review could be associated with the usage of typically the multidimensional type intended for calculating the particular 'Intergenerational Successions', using the family unit firm's heterogeneous-featured (F-PEC) size (validated simply by Klein ou 's., 2005), by simply taking into consideration the 'Older Years non-participation', in addition to 'Intergenerational Administration Successions' in addition to 'Intergenerational Control Successions' because the a couple of independent calculating things (since the particular many years who also manage typically the title plus administration aren't always a similar inside a loved ones organization; Molly, 2009).

That looked, taking into consideration the 'Older Generations' non-participation' since calculating object to get Intergenerational transmission, an additional element of the particular accomplished transmission throughout home SMEs may describe this particular insignificance (Guobin Chen et. al 2020). Typically the overlapped along with enterprise focal points come up a great psychological diathesis within loved ones companies, whereby, inspite of the established property and supervision changes amongst a long time, typically the guidance associated with more mature generation(s) dark areas about this kind of family members SMEs, so-called 'generational shadow' (Davis and even Harveston, 1999).

The numerous optimistic romantic relationship in between 'Intergenerational successions' together with innovational actions inside household SMEs noted simply by these kinds of before research may well not specifically relate with the newest several years within strength and later due to the hour regarding old generation's perspective upon company making decisions.

CONCLUSIONS

General, your research function fulfilled the particular placed goal. The particular recommended design provided a new look at involving EC ownership associated with spouse and children SMEs below zoom lens of the heterogeneity using a specific concentrate throughout Serbia. For the reason that outcomes of studies, 'Intergenerational



Succession' has been determined to acquire simply no considerable effect on EC mocking within family members SMEs inside Usa. The investigation provided towards the EC acceptance plus sequence (as a primary family group organizations 'heterogeneity factor') understanding within family unit companies, having a specific interest around the Iranian home SMEs throughout handling the study dilemma. Because therefore, this specific homework refined the study difference whenever learning inclement weather, identifying the result regarding 'Intergenerational successions' within Iranian family members SMEs' EC affiliation. Using study in conclusion typically the distance is specific the following:

- a) In spite of the substantial variations involving nonfamily plus loved ones companies, within the tiny current examine involving EC embracing inside loved ones SMEs, their very own heterogeneity aspects have obtained minimal focus. The present research attempted to shut down the particular hole simply by thinking about the a result of 'Intergenerational Succession' for the reason that specific household firms' heterogeneity element about EC re-homing associated with household SMEs throughout Armed forces Europe.
- b) There was clearly some sort of scarcity for the purpose of rating associated with series inside the associated materials. Fairly, the particular sequence, using a dichotomous solution, seemed to be generally broken into the particular 3 general generational phases: 'Founding Owners/Managers' (1st Generation) without Intergenerational Sequence, 'Sibling Partners' (next Generation) along with 1 time Intergenerational Sequence, in addition to 'Cousin Consortium' (3th or even later-Generation) by using twice Intergenerational Transmission (Molly, yr; that typically the imperfect ownership/management series more than decades, so-called 'generational shadow' (Davis plus Harveston, 1999), had been nearly ignored).

The present analyze attempted to close up the particular move simply by taking into consideration the friends and family firm's sequence being a constant procedure, depicted with a multi-dimensional adjustable, in line with the review regarding The Breton-Miller, Callier plus Steier (2004) plus Molly (2009). The specific statistic design with respect to 'Intergenerational Successions' was created in such a research searching on the 3 major Series elements, which include 'intergenerational administration successions', 'intergenerational possession successions', and even 'older generation's nonparticipation', that were removed through the literary works.

Typically the old generations' contribution relates to imperfect ownership/management transmission more than years, through which, irrespective of public ownership/management passage among decades, typically the opportunistic guidance involving more aged generation(s) nevertheless is accessible since the so-called 'generational shadow' (Davis together with Harveston, 1999). The particular individual matter evaluation making use of confirmatory consideration evaluation examined the good fit in from the one style (with a good difference for the triangular feature items) within determining Intergenerational Transmission.

- c) Typically the dimension associated with EC usage within linked research within the novels hadn't appropriately replicated the importance regarding 'Extent associated with Deployment' involving digital business outwardly/inwardly. In the present analysis, the particular dimension capability, in line with the 3 viewpoint factors recommended by simply Chong (2006), was initially driven by incorporation associated with 'Volume' because the level of enterprise that will company comes through B2B/B2C Internet/Web-based EC (Conducted Online), 'Diversity' because amount of range running a business features performed simply by B2B/B2C Internet/Web-based EC (in anxiety about his or her stock trading companions plus customers), plus 'Breadth' given that the degree that a strong has evolved EC relationships using its investing companions plus consumers.

The particular solitary element examine making use of confirmatory aspect evaluation highlighted a new good healthy from the individual version (with a good adapting to it from the triangular element items) within evaluating EC use.

LIMITATIONS

Survey

The primary drawback to applying the particular study was your issue when it comes to responses' quality plus



dependability. Given that responses' precision will be barely achieved, interpretation outcomes should think about this severe restriction.

Time

Given that, it had been difficult for that specialist to include each one of the gamers within the populace appealing associated with present research; primary was handed towards the the majority of available sample framework.

Information Secrecy

Considering that friends and family SMEs are generally unwilling to reveal family members data, facts secrecy may be one other restriction on the found analysis.

FUTURE RESEARCH

This particular review allowed the particular specialist to produce scientific research, concerning the immediate per- form associated with intergenerational sequence as being a primary family unit firms' heterogeneity take into account home SMEs which has a specific fascination with Armed forces europe. Homework later on is persuaded to perform more complex educational ideas within the present research. Tips for potential future study spots within the associ- ated topic area involve: a) Studying the particular achievable connections regarding 'intergenerational Successions', determined being a nonsignificant immediate element in this specific analysis, within starting roundabout associations throughout guessing EC adopting within household Company; b) Offering scientific information, concerning the per- formance involving family members (strategic) alignment an additional family members firms' heterogeneity element in loved ones Companies.

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