

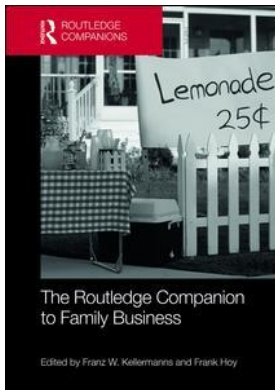
This article was downloaded by: 10.2.97.136

On: 22 Mar 2023

Access details: *subscription number*

Publisher: *Routledge*

Informa Ltd Registered in England and Wales Registered Number: 1072954 Registered office: 5 Howick Place, London SW1P 1WG, UK



## **The Routledge Companion to Family Business**

Franz W. Kellermanns, Frank Hoy

### **Family Business Research In China**

Publication details

<https://test.routledgehandbooks.com/doi/10.4324/9781315688053.ch24>

Jing Xi, Shanshan Zhang, Linlin Jin, Garrett Holloway

**Published online on: 29 Sep 2016**

**How to cite :-** Jing Xi, Shanshan Zhang, Linlin Jin, Garrett Holloway. 29 Sep 2016, *Family Business Research In China from: The Routledge Companion to Family Business* Routledge  
Accessed on: 22 Mar 2023

<https://test.routledgehandbooks.com/doi/10.4324/9781315688053.ch24>

**PLEASE SCROLL DOWN FOR DOCUMENT**

Full terms and conditions of use: <https://test.routledgehandbooks.com/legal-notices/terms>

This Document PDF may be used for research, teaching and private study purposes. Any substantial or systematic reproductions, re-distribution, re-selling, loan or sub-licensing, systematic supply or distribution in any form to anyone is expressly forbidden.

The publisher does not give any warranty express or implied or make any representation that the contents will be complete or accurate or up to date. The publisher shall not be liable for an loss, actions, claims, proceedings, demand or costs or damages whatsoever or howsoever caused arising directly or indirectly in connection with or arising out of the use of this material.

## PART V

# Special Topics: Country

*This page intentionally left blank*

# 24

## FAMILY BUSINESS RESEARCH IN CHINA

### A Field in the Light of Traditional Culture and Transforming Society\*

*Jing Xi, Shanshan Zhang, Linlin Jin, and Garrett Holloway*

#### Introduction

Family businesses contribute to a large portion of China's economic development and share in an increasing number of social responsibilities. In general, Chinese family businesses (CFB) face problems similar to those of their counterparts in other parts of the world, including enterprise governance, succession, growth, and management. However, the culture and social situation in which they are embedded are different, which leads to unique phenomena and behavior in Chinese family businesses. Furthermore, due to the short history of most family firms in China, there is little experience for founding families to draw on regarding the preservation of values, culture, heritage, and legacy. Such a reality consequently brings unique opportunities and challenges for researchers interested in Chinese family businesses. Chinese scholars have done a great deal research in the field; however, due to language barriers, the most valuable and interesting Chinese studies cannot be read by researchers in the rest of the world. Therefore, this chapter, by reviewing family business research articles published in Chinese, attempts to outline the research in this field. It also attempts to answer questions such as: who is most active in the family business research field, what insights are available, what topics are the primary focus of Chinese family business research, and what makes this line of research unique.

The following review and analysis are primarily based on open reports (for an introduction to Chinese family business research) and articles collected from the China National Knowledge Infrastructure (CNKI), China's most comprehensive and authoritative academic database (for a review of family business studies).

As for the remainder of the chapter, Section 2 provides a general introduction to the status quo of Chinese family businesses; then bibliometric techniques are used to review the literature in Section 3. In Section 4, we conduct a co-word analysis to identify clusters of research topics, and in Section 5, we illustrate how traditional culture and societal transformation have influenced Chinese family business research. Lastly, we compare family business research published in Chinese with that published in English and offer conclusions.

---

\* This research is sponsored by: (1) National Natural Science Foundation of China (71302137); (2) General Fund of the Humanities and Social Science Project of Chinese Ministry of Education (14YJA630018).

## Family Businesses in China

### *Change in Social Status of Chinese Family Businesses*

Family businesses have a profound origin in China. Widespread handcraft workshops operated by families supported the economy during China's long feudal history. However, traditional Chinese values ranked businesspeople in the lowest social class, in contrast to government officers, scholars, farmers, and craftsmen, who enjoyed a higher status. As a result, businessmen were looked down upon. After 1949, private enterprise became illegal in China, and entrepreneurs were criticized or even persecuted. Therefore, most family businesses were transformed into state-owned businesses. It was not until 1978—the year China implemented the Reform and Opening-up policy—that private enterprise was once again legalized, enabling the establishment of a growing number of private, family businesses. Meanwhile, some surviving traditional family businesses were returned to their original owners. This is why, nowadays, most family firms in China are first-generation firms with a short history of fewer than 30 years. Although the private economy has prospered during the past 30 years, Chen, one of the most active scholars in Chinese family business research, pointed out that the society is still 'ideologically discriminant' against family businesses. Some have declared that family businesses represent an ineffective business form that lacks prosperity and will eventually be sorted out by modern business mechanisms. Even today, many family business owners deny their identity as family business owners. However, during the past decade, with an effort from scholars and entrepreneurs, family businesses have generally won their social position. People have realized that privately owned firms play an increasingly important role in national economic activity and that family businesses make up a significant portion of the private economy. A large number of famous family businesses gained recognition, such as Fangtai—a leading brand of kitchen equipment, New Hope—whose founder is among the 100 richest people in China, Biguiyuan—one of the largest real estate corporations, and so forth. Therefore, some sensitive and prospective Chinese scholars recognized the prosperous future of Chinese family businesses and the huge opportunity for relevant research.

### *Economic Contribution of Chinese Family Businesses*

According to data from the State Administration for Industry and Commerce of China and data from the Third National Economic Census<sup>1</sup>, there were a total of 18.19 million registered enterprises in China at the end of 2014<sup>2</sup>, among which, 15.46 million are domestic private enterprises, with family firms accounting for 80 percent of private sector enterprises and 68 percent of overall enterprises. In terms of tax revenue, family businesses contributed 45 percent of the national amount in 2014, which is more than state-owned and foreign enterprises. Table 24.1 reports the number of different types of enterprises in existence, along with the amount of registered capital and tax contributions from each type during 2013 and 2014.

It can be seen from the data that family businesses make a significant economic contribution to the Chinese economy. Furthermore, family businesses are developing more quickly than non-family businesses. Figures 24.1, 24.2 and 24.3 show the yearly progress of different types of enterprises in terms of total number, the amount of registered capital, and tax contribution, respectively.

### *Status Quo of Family Businesses in China*

In terms of industries, (see Figure 24.2) manufacturing accounts for the largest proportion of Chinese family businesses, with up to 48.59 percent, while education, public management, and

Table 24.1 CFB's Economic Contribution

Types of Enterprise	By December 2014			By December 2013		
	Number (Million)	Registered Capital (Trillion RMB)	Tax Contribution (Billion RMB)	Number (Million)	Registered Capital (Trillion RMB)	Tax Contribution (Billion RMB)
Private enterprise	15.46	59.21	5879.50	12.54	39.32	5349.86
Family business	12.37	47.37	4703.60	4.67	31.45	4279.89
State-owned & foreign enterprise	2.73	64.36	4497.30	2.74	57.56	4187.64
Total	18.19	123.57	10376.80	15.28	96.88	9537.50



Figure 24.1 Increase in Terms of Enterprise Number During 2013–2014

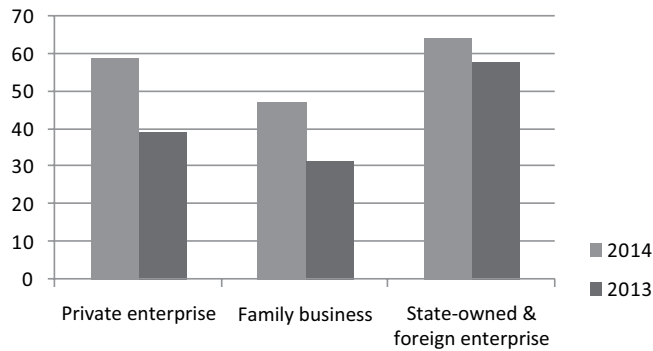


Figure 24.2 Registered Capital of Enterprises During 2013–2014

science and technology industries account for the lowest proportion. Among other industries, both wholesale/retail and construction make up 11.86 percent.

As for time since establishment (see Figure 24.5), about half of Chinese family businesses have existed for 15–36 years, 23.53 percent have existed for 6–10 years, 3.92 percent are 3–5 years old, and another 3.92 percent were established within the past 3 years.

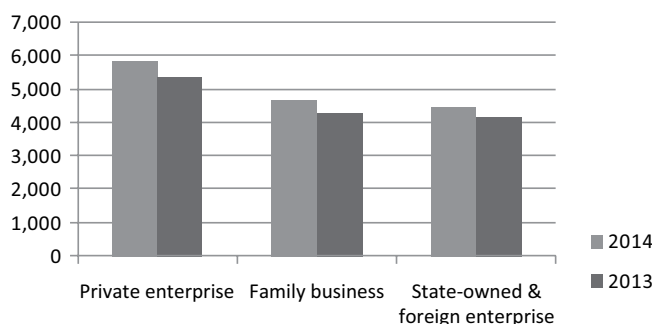


Figure 24.3 Tax Amount of Enterprises During 2013–2014

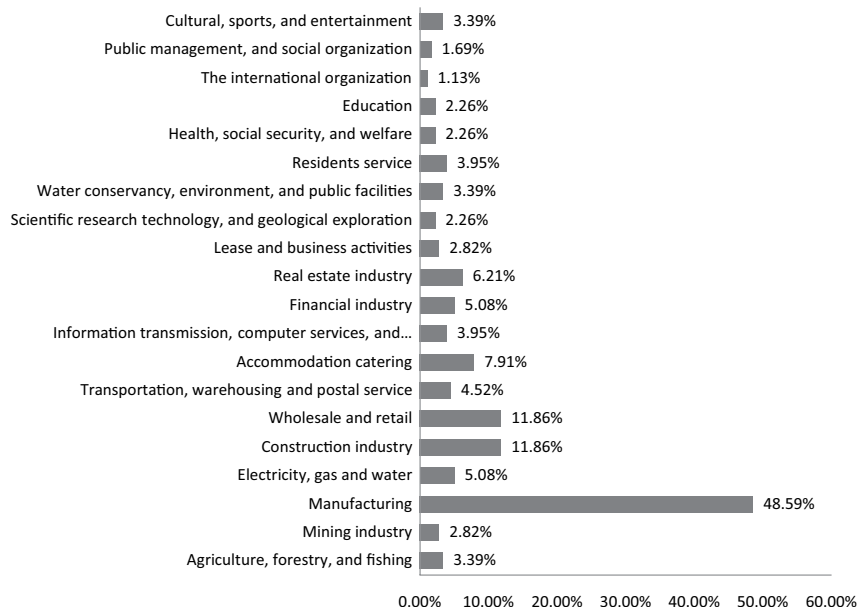


Figure 24.4 Industry Distribution of CFB in 2015

According to their annual revenue, most Chinese family businesses fall into the category of small or medium-sized enterprises, with annual revenues of less than 1.5 billion USD, while 13.19 percent of them are considered large enterprises (see Figure 24.6).

Since most Chinese family businesses were established around 1990 and the first generation of business owners are nearing retirement age, China will see a peak in intergenerational successions within the next 5–10 years. In the 2015 Index for Healthy Chinese Family Business, Ling and colleagues (2015) report that only 3 percent of family businesses had gone through a succession by 2015, 37 percent are in the process of succession while another 60 percent have not yet experienced succession and are still controlled by first generation owners. Figure 24.7 shows the proportion of family businesses in different stages of succession.

Family Business Research in China

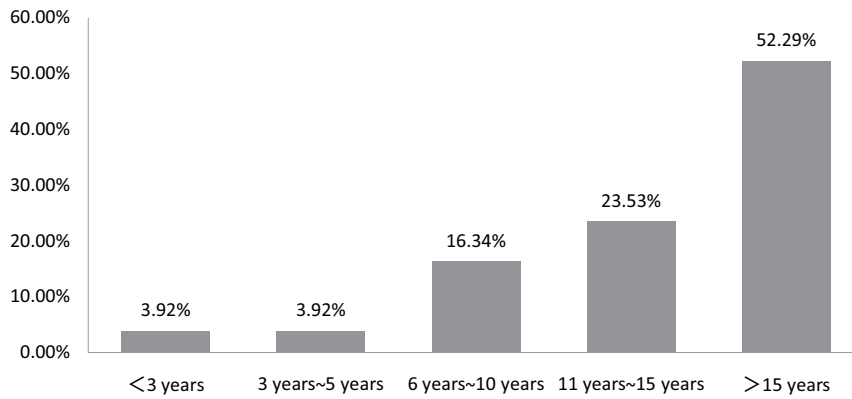


Figure 24.5 Established Time of CFB by 2015

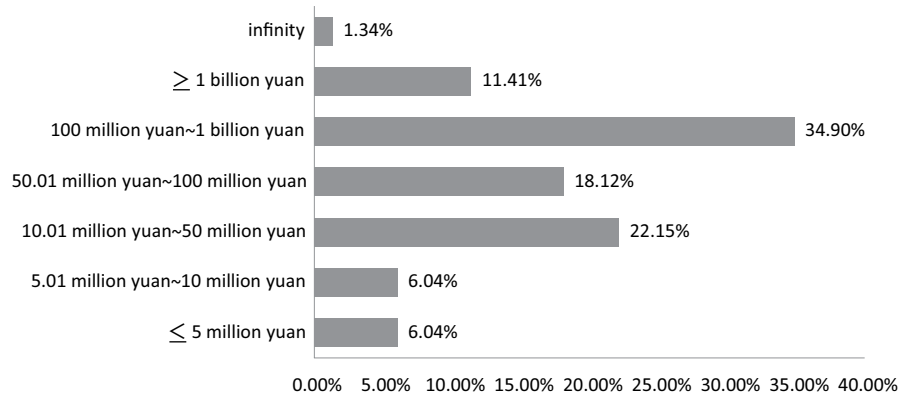


Figure 24.6 Annual Revenue of CFB in 2015

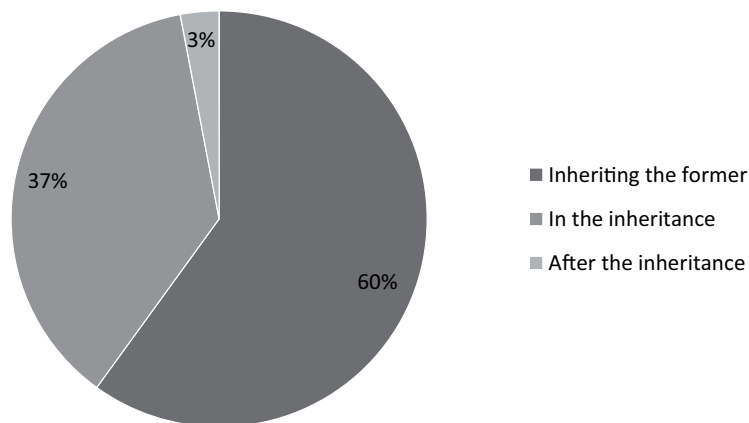


Figure 24.7 Succession Stage of CFB in 2015



According to survey data in the Chinese Family Business Succession Report published in 2015, only 40 percent of second generation members of business-owning families expressed a clear willingness to take over the business, while 15 percent report they are unwilling to take over. The attitudes of the remaining 45 percent are unclear. Such statistics reveal a sobering problem for many family firms—lack of a clear successor.

## Scientific Publications on Chinese Family Businesses in Top Ranking Journals: A Bibliometric Approach

### *Publication Screening Criteria*

Although a tremendous amount of family business research has been published in Chinese, much of it has little influence on the global family business research field due to either lack of innovation or limited validity. To provide an in depth and concrete understanding of the interests of Chinese family business researchers, their research methods, and their findings, our study focuses on top journals that have published family business research at any point in the past, including:

1. Top ranking journals approved by the Academic Department of Management of the National Natural Science Foundation of China (NNSFC), of which 24 out of 26 listed journals have published family business research at some point in the past.
2. The top three journals in social science subjects such as social science, psychology, and history: *Chinese Social Science*, *Social Science Study*, and *Psychology Academy*.
3. A special journal, '*Journal of Sun Yat-sen University (Social Science Edition)*,' which was added to our list of journals because it is based at the Management School of Sun Yat-sen University, where half of the most active Chinese family business scholars earned doctorates or serve as professors. Additionally, this journal has published 16 influential family business articles, including a top cited article (cited 138 times).

In total, 28 journals were selected for inclusion in our study.

We searched CNKI for family business articles published in each of the selected journals at any time in history, using the maximum timespan allowed by the search engine. For journals obtained from the list of the Academic Department of Management of NNSFC, the generic term 'family' was entered into the 'title' field of the search engine. For other journals, 'family business,' 'family management,' 'family governance,' 'family owned,' and 'family control' were used. In total, 390 articles were selected for further analysis.

### *Temporal Distribution Analysis*

Compared to publications printed in English, family business research did not appear in Chinese publications until relatively recently. The first notable academic publications regarding family businesses appeared in Chinese journals in 1990. In the following decade, only seven additional articles were published, with an average of 0.7 articles per year. As for authors, with the exception of Professor Ling Chen (published in 1998 in *Economic Study*)—one of the most active family business scholars in China—very few researchers were active in the family business field during this time.

The lack of Chinese family business research continued until 2000. After that year, publications increased dramatically, peaking in 2008 with an average of 25.9 articles annually. Figure 24.8

illustrates the temporal evolution tendency of the research field. Two points should be noted from this evolution. First, the number of publications in 2008 (54) was abnormally high—almost twice as many as in neighboring years. This is because 23 articles appeared in a special issue of *Science Research Management* in 2008. Second, the growth in publications has slowed since 2014. This could be due to changing criteria for academic evaluation in China. That is, universities now seek international top tier publications and are not satisfied with publications in Chinese Journals. As a result, some high-quality studies are now published in English journals, such as Junsheng Dou’s 2014 publication in *Family Business Review*.

The year 2000 was a critical point in the evolution of Chinese family business research because a milestone article appeared in *Chinese Social Science* (the top social science journal) that year—‘Family Business Research—a Topic with Contemporary Significance.’ Its author, Xiaoping Chu, a professor of Sun Yat-sen University, is a pioneer researcher in the field and is still one of the most active family business scholars in China. In this article, Chu analyzed prospective family business research opportunities. He reminded researchers and the public that family businesses are a dominant economic force in China and around the world and that they are an effective mode of organizational operation and management. He argued that extensive and profound Chinese cultural traditions, including family ethics, parental authority, and the pattern of a differentiated order (Chaxu Geju) have differentiated Chinese family businesses from those of western cultures. Chu’s statements widely resonated among Chinese academic circles, and many other scholars joined an encouraging wave of family business research. Fan (2002) described family businesses as ‘a topic in need of further exploration,’ while Zhang, Xu and Zhang (2004) described them as ‘a research field worthy of deep exploration,’ and Wang and Chen (2006) pointed out that ‘family business research is growing.’ Thus, in 2000, family business research entered a period of rapid development. Nowadays, family business research is a critically important topic in the management and economics fields<sup>3</sup>.

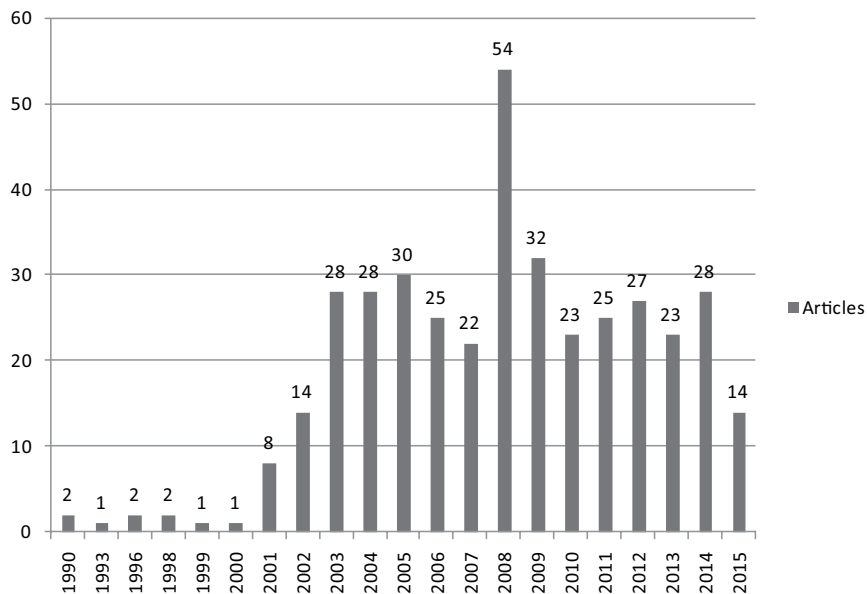


Figure 24.8 Temporal Analysis of Article Publication

### **Journal Distribution Analysis of Chinese Family Business Articles**

The 28 journals we sampled produced 390 family business research articles, averaging 13.92 relevant articles per journal (see Table 24.2).

It can be seen that there is a tremendous variance in productivity between these journals. Thirteen of the journals published more than 10 articles and account for a total of 330 articles, or 84.61 percent of the article pool. Among these 13 journals, *Journal of Sun Yat-sen University* (Social Science Edition) and *Academic Research* are in the social science field, while the rest are in the fields of business and economics. The most productive journal, with a total of 52 publications, is *Management World*, which is considered the best management science journal in China. The fact that *Management World* is the most productive journal indicates that family business research attracts the most outstanding management science scholars whose research earns high praise within the field. *Economic Management Journal* and *Foreign Economics and Management* are next in the rankings based on a number of articles included in the pool.

Table 24.2 Journal Distribution of CFB Articles

Serial	Journal	Articles
1	Management World	52
2	Economic Management Journal	48
3	Foreign Economics And Management	37
4	Science Research Management	37
5	Journal of Business Economics	31
6	Soft Science	21
7	Nankai Business Review	17
8	Journal of Sun Yat-sen University (Social Science Edition)	16
9	Academic Research	16
10	On Economic Problems	15
11	China Industrial Economics	14
12	Chinese Journal of Management	14
13	Management Review	12
14	Economic Research Journal	9
15	Science of Science and Management of S.& T	9
16	China Soft Science	6
17	Forecasting	6
18	Accounting Research	5
19	Journal of Financial Research	5
20	Journal of Industrial Engineering and Engineering Management	4
21	Systems Engineering	3
22	Sociological Studies	3
23	Chinese Rural Economy	2
24	Journal of Management Sciences in China,	2
25	Journal of Management Science	2
26	Studies in Science of Science	2
27	Social Sciences In China	1
28	R&D Management	1
Total		390

### Family Business Research in China

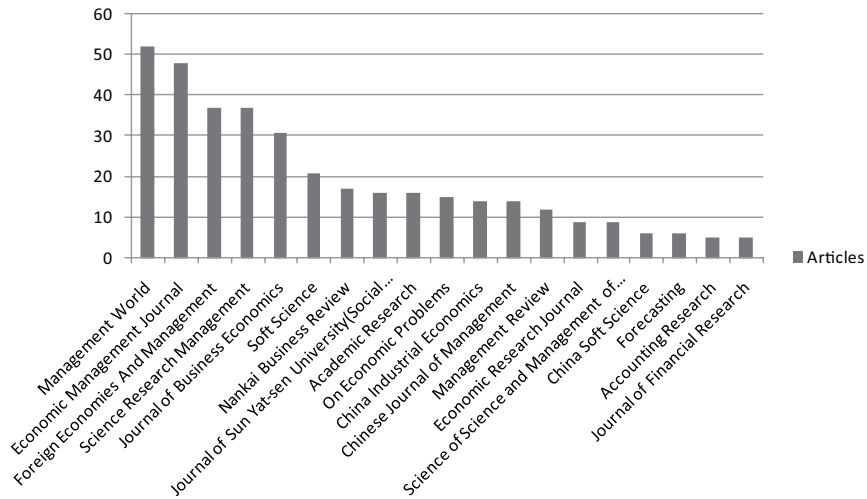


Figure 24.9 Productivity of Journals

### Locations and Institutions of Chinese Family Business Research

Early Chinese family business studies were primarily discussions of or introductions to the experiences of family businesses in Hong Kong and Taiwan, rather than empirical research. Later, as family businesses in Mainland China matured, researchers began to conduct empirical studies using domestic samples. Most empirical study samples were from Zhejiang and Guangdong provinces because these two regions are leaders in China's economic development and are the location of over 80 percent of the country's family businesses. In addition to the concentration of family businesses in these regions, key family business researchers are also concentrated in these areas. Take *Management World* as an example, where among the 52 articles, 80 percent of first authors are from Zhejiang and Guangdong.

The three most famous scholars in the field are Professors Xiaoping Chu and Xinchun Li from Sun Yet-sen University and Professor Chen ling from Zhejiang University (determined by our analyses in the following section). On top of that, many Chinese family business researchers are their students.

There are quite a few research and educational institutes that specialize in Chinese family business research. For example, Sun Yet-sen University—the best comprehensive university in Southeast China—hosts the Research Center for Chinese Family Firms (RCF), with Xinchun Li as its current leader. Their research covers various topics, including the nature, characteristics, and forms of family firms, the governance structure of family firms, the leadership and entrepreneurial succession of family firms, comparative systems analysis on family firms, internal governance of family firms, procedures for employing external managers and guarding against risk, financing of family firms, psychological research on family firms, and the managerial culture of family firms and its reform.

Another even more active family business research center is Zhejiang University's Entrepreneurship and Family Business Research Center (EFBRC). Established in 2004, the EFBRC was China's first family business research center and has successfully hosted an annual international academic conference for the past ten years. Zhejiang also operates Evergreen College for Family Business, a special school for successors of family businesses.

### **Most Active Researchers in the Chinese Family Business Research Field**

There are 20 researchers who have published 5 or more articles in the 28 selected Journals (see Table 24.3). Among them, Xinchun Li is the most published, with a total of 35 publications, while Ling Chen and Lixin Zhou follow him with 23 and 15 publications, respectively. Although Xiaoping Chu ranks fourth based on a number of publications, he has received the largest number of citations, with a total of 2,433 citations and an average of 173.79 citations per article.

Eight of these researchers also publish in English, especially in recent years (see Table 24.4). Many of their articles can be found in *Asia Pacific Journal of Management*, *Management and Organization Review*, and *Family Business Review*.

### **Topical Clusters of Chinese Family Business Articles**

Xi, Kraus, Filser and Kellermanns (2015) abstracted five topical clusters from virtually all existing family business research published in English; namely, the definition of family business, leadership and management, succession, governance, and competitive advantage. These five topics are also found in Chinese family business research to some degree; however, due to China's specific historical and social context, other topics have aroused Chinese scholars' interests. For instance, Xinchun Li and Xuanyu Wang classified family business research in mainland China into nine topical clusters: family business governance, family control and governance in state-owned versus privately owned enterprises, cultural traditions and family institutional arrangements, introduction and comparisons between Chinese and foreign family businesses,

Table 24.3 Authors with More Than Five Articles

<i>Author</i>	<i>Articles</i>	<i>Cites</i>	<i>Institution</i>
Xinchun Li	35	2080	Sun Yat-sen University
Ling Chen	23	1176	Zhejiang University
Lixin Zhou	15	107	Chongqing Technology and Business University
Xiaoping Chu	14	2433	Sun Yat-sen University
Xiaogang He	13	202	Shanghai University of Finance and Economics
Xuan He	12	149	Guangdong University of Foreign Language and Trade
Qilin Su	11	402	Jinan University
Wenting Chen	10	124	Dongbei University of Finance and Economics
Xiaoming Ou	8	329	South China Agricultural University
Yanling Lian	8	198	Shanghai University of Finance and Economics
Junsheng Dou	8	298	Zhejiang University
Jian'an Zhu	7	41	Zhejiang University
Kang Zhu	7	41	Sun Yat-sen University
Jianlin Chen	7	23	Guangdong University of Finance & Economics,
Minglin Wang	7	268	Hangzhou Normal University
Shenghua Jia	7	231	Zhejiang University
Jing Li	5	57	Shanghai University of Political Science and Law
Xueru Yang	5	73	Sun Yat-sen University
Lin Wang	5	206	Sun Yat-sen University
Shengchun Zhou	15	272	Zhejiang University
Total	212	8710	

Table 24.3 (continued)

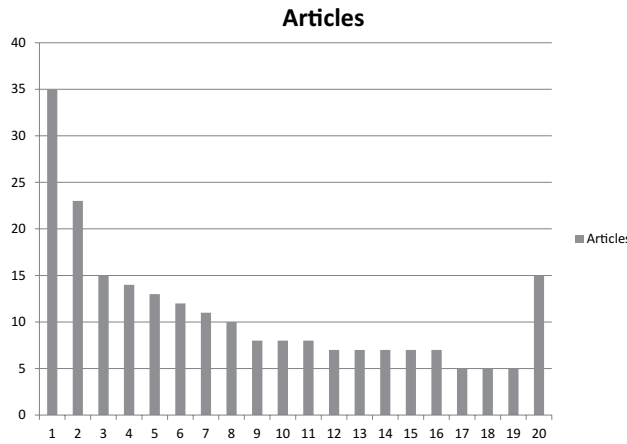


Table 24.4 Researchers and Their Articles in English

Year	Author(s)	Journal	Article
2008	<b>Shujun Zhang</b> <b>Xinchun Li</b>	Asia Pacific Journal of Management	Managerial Ties, Firm Resources, and Performance
2007	Mike W. Peng <b>Shujun Zhang</b> <b>Xinchun Li</b>	Management and Organization Review	CEO Duality and Firm Performance during China's Institutional Transitions
2011	<b>Xuan He</b>	Frontiers of Business Research in China	Symbiotic Relationship of Modern Contract and Traditional Ethic: Entrepreneur's Zhongyong Rationality and Family Firm Governance Choice
2013	<b>Junsheng Dou</b> Shengxiao Li	Asia Pacific Journal of Management	The Succession Process in Chinese Family Firms: A Guanxi Perspective, Asia Pacific Journal of Management
2014	<b>Junsheng Dou</b> Zhongyuan Zhang Emma Su	Family Business Review	Does Family Involvement Make Firms Donate More? Empirical Evidence From Chinese Private Firms
2013	Emma Su <b>Junsheng Dou</b>	Family Business Review	How Does Knowledge Sharing Among Advisors From Different Disciplines Affect the Quality of the Services Provided to the Family Business Client? An Investigation From the Family Business Advisor's Perspective
2013	<b>Qiang Liang</b> <b>Xinchun Li Xueru</b> <b>Yang Danming</b> Lin Danhui Zheng	Asia Pacific Journal of Management	How Does Family Involvement Affect Innovation in China?
2013	<b>Hang Zhu</b> C. Chen Chao <b>Xinchun Li</b> Yinhui Zhou	Management and Organization Review	From Personal Relationship to Psychological Ownership: The Importance of Manager-Owner Relationship Closeness in Family Businesses

\*Authors in bold words are among the list of most active researchers (see Table 24.3).

trust and professional managers, family business management and operation, succession, literature reviews and introductions to foreign and domestic family business research, and others. The first three clusters relate to the topic of governance and account for more than two-thirds of all Chinese family business literature. Shi and Zhang (2013), in a review of Chinese family business articles published from 1998 to 2012, summarized thirteen topical clusters, including: governance structures and modes, property-ownership-institutional arrangements, succession and continuity, management and motivation, entrepreneurship and growth, family business resources and heterogeneity, internationalization and culture, management modes, investments and financing, trust mechanisms, family business definitions and research methods, altruistic stewardship agency agreement, family business performance and assessment, and stakeholders and social responsibility. These authors present profiles of Chinese family business research; however, their conclusions are based on subjective judgments. To make their conclusions more reliable, we applied a co-word technique to explore the in-depth, logical connections behind the articles so as to build a concrete understanding of the clusters in current Chinese family business research.

For this purpose, we conducted co-words analysis with Bicom Co-word Analysis Software<sup>4</sup>, which is suitable for analyzing Chinese characters and has been deemed reliable by many scholars (Guo & Wan, 2015). First, we downloaded keywords, abstracts, authors, and other general information for each article from CNKI to establish a database. Then, we analyzed the frequency of the keywords. Nine-hundred eight keywords appeared in the database with frequencies ranging from 1–261 and an average of 2.3 different keywords per article, indicating that researchers' interests are widely scattered. Because lower-frequency keywords lack value for identifying research focus, we removed keywords that appeared less than four times to eliminate unnecessary analysis. In the end, 45 keywords were selected for further analysis.

Clustering analysis by Bicom software produces an eight-cluster structure of Chinese family business research. Table 24.5 shows how the keywords were distributed among these clusters. The following sections discuss the content of each of the eight clusters.

### *Cluster 1*

#### *Familism and Management*

As did their English-speaking peers, Chinese family business researchers noticed a unique characteristic of family businesses—familism, and the series of consequences that follow, including lack of trust between family members and non-family members. This lack of trust, in turn, causes high agency costs of authorization and empowerment. Researchers believe that in current Chinese society, the best way for family businesses to optimize governance performance is to establish a modern enterprise system. That is an integration of the traditional family enterprise and the modern enterprise system. This type of system is characterized by a unification of ownership and control, and transparency with regard to positions, stock rights, and financial affairs (Hu, 2007).

### *Cluster 2*

#### *Trust, Social Capital, Agency, and Relational Governance<sup>5</sup>*

As mentioned above, as they grow, family businesses encounter challenges with regard to professional management ability. When family businesses try to obtain social capital, especially

Table 24.5 Result of High Frequency Keyword Clustering Analysis

Cluster	Sub-cluster	Key Words
Familinism & Management	1	Family management(15), Family system(7), Family style(5), Enterprise system(6), Professional manager(17)
	2	Agency cost(8), Management model(5)
	3	Familism(5)
Trust & social capital	1	Social capital(7), Trust(4)
Agency	1	Altruism(7), Agency theory(5)
	2	Intergenerational succession(23)
	3	Agency problem(5)
Relational governance	1	Relational governance(5), Power structure(4)
Governance	1	Family authority(6), Family entrepreneur (5)
	2	public company(6), Capital structure(5)
	3	Genetic relationship(5), Governance efficiency(5)
	4	Control power(7), Cash flow right(4)
	5	Governance structure(9)
Entrepreneurship & Growth	1	Sustainable development(6)
	2	Family governance(10), Family entrepreneurship(6), Entrepreneurial orientation(6)
	3	Family involvement(14), Corporate social responsibility(4)
	4	Institutional environment(4)
	5	Enterprise growth(10), Competitive edge(4)
	6	Enterprise performance(11)
Succession	1	Family ownership(4), Succession willingness(4), Social emotional wealth(6)
	2	Successor(5)
Others	1	Social responsibility(4), Pyramid control structure (6)
	2	CEO compensation(4), Enterprise value(5)
	3	Minor enterprises(4)
	4	Finance(4)

from the external labor market, an agency problem arises. To successfully integrate professional managers into family businesses, family businesses must establish trust; but unfortunately, this issue has never been fundamentally solved, which can restrict the performance of professional managers or even remove performance incentives. These studies reflect a series of realistic problems in the development of Chinese family businesses, including the lack of management resources, the introduction of external professional managers, and the traditional governance structure.

Chinese social systems value family ethics and interpersonal relation networks, which causes relational contracts to become the implicit contract form in family businesses. Therefore, relationship governance is a kind of adaptive mechanism for Chinese family businesses. Some scholars try to analyze the family business growth dilemma from this perspective.

In the early stage of relationship governance research, scholars focused on relationships between external agents and family business owners, while in recent years, relationship governance between family members and family business owners—that is, how authority is distributed



among family members—has received more attention. Regarding these two types of agents, some researchers point out that strong relationships and strong contract governance should be the optimal mode for reducing agent cost.

### Cluster 3

#### *Governance*

Generally speaking, studies on governance in Chinese family businesses are mainly based on Tagiuri and Davis's (1982) 'three ring' model of family business governance and Mustakallio's (2002) conclusion that—in addition to the formal contract of the principal-agent relationship—informal relationship governance is also important. Chinese scholars extended these two theories to find the most suitable governance mode for Chinese family businesses. The relationship between governance structure and corporate performance forms the central component of this cluster.

### Cluster 4

#### *Family Entrepreneurship and Continuity*

In this cluster, Chinese researchers' primary focus is how family businesses seize entrepreneurial opportunities and achieve sustainable growth. Xinchun Li and his students are main researchers in this cluster. Their conclusion is that family involvement, unique family resources, and entrepreneurial orientation have a conjoint influence on family business growth (Li 和 Liu 2008, Yang, Yang 和 Li 2009, Hu 和 Li 2009). Other researchers propose a process-based research paradigm to analyze how family factors affect the recognition of entrepreneurial opportunities and conclude that shifting from an opportunity-orientation to an entrepreneurial orientation strategy is conducive to achieving sustainable growth of Chinese family businesses (Chen, Yang 和 Li 2009)

### Cluster 5

#### *Succession*

Chinese researchers have conducted a series of succession studies focusing on three main topics: who successors are, what succession means to them, and how the succession process unfolds. Researchers increasingly believe that the traditional 'father-to-son' model of succession is the most suitable and common mode in China. To evaluate whether someone is suitable to become a successor, Yu (2013) established a competency model composed of eight factors: social network, government relations, chance discoveries, risk, resource integration, strategic decision-making, learning innovation, and scientific management. Among these, the first four factors and the last four factors can be attributed to the quality of management and management skill, respectively.

Current research finds that the tacit knowledge, relationship network and entrepreneurial spirit of current family business owners are the three main factors that need to be maintained by successors. Successful inheritance of entrepreneurial spirit influences the sustainable development of enterprises. Research in this field indicates that the relationship between the current owner and the successor—namely, trust and the degree of comfort with concerning power distribution—affects the inheritance of entrepreneurial spirit.

In the process of family business intergenerational succession, developing a succession plan—especially one for cultivating the potential successor's willingness and capability to succeed—is important.

*Cluster 6*

*Others*

This cluster covers various research interests such as social responsibility, control structure, CEO compensation, and finance.

**Family Business Growth Under Traditional Chinese Culture and Trust Structure**

In the broad and profound Chinese traditional culture, family culture and the pattern of a differentiated order (Chaxu Geju) are the two most common perspectives used to understand China's unique interpersonal relationships and social structures, and they have significant effects on family business growth and organizational behavior.

***Family Culture in China***

The family is one of the most basic parts of human existence. In every country, no matter the culture, there exist families and sets of cultural rules influenced by families. But, only in Chinese history has such an extensive set of ethical norms and social rules developed and extended from 'family culture.' These norms and rules guide the daily routines, social lives, politics, and thought patterns of traditional Chinese people. So, what is Chinese 'family culture,' exactly? Based on numerous explanations, Chu (2003) summarized Chinese 'family culture' as a set of rules and regulations of clans, with clans and families tied together by blood, and with patrilineal authority as a guiding principal. Furthermore, family hierarchy determines the identity and behavioral norms, with ancestor-worship and family proliferation of the utmost importance. These rules and regulations do not just dominate family life—they have been applied to all levels of society, and have therefore become the dominant ideological system of traditional Chinese Society. Hence, 'family culture' is a sort of generalization of internal family identity structure, ethics, morals, and family cognitive and behavioral patterns. These generalizations manifest themselves in many old Chinese sayings, such as 'Monarch and his subjects are as father and sons' and 'One day your teacher, always your father.' In Chinese society, in business or government, if someone has a special relationship with an important person such as a neighbor, schoolmate, or another, he or she will be considered a family member to some degree, and will receive more resources, trust, opportunities, and so on. This is why so many historians, philosophers, and masters of Chinese culture (e.g., Qichao Liang, Xianli Ji, Suming Liang) have held the opinion that family culture and its generalizations form the core of traditional Chinese culture. Yiyuan Li (1998), a famous Taiwanese scholar, stated that "Chinese culture is just 'family culture,'" and as Guoshu Yang (1998) pointed out, the family is not only the key element of Chinese economic, cultural, and social life but also of political life. Dingding Wang (1995) believes that family remains the core concept of Chinese behavioral foundations. Even the great German philosopher Hegel recognized that 'China's invariable constitutional spirit is family spirit' and that 'filial piety is the basis of the Chinese family, and also the basis of the Constitution.' When evaluating the significance of family culture, Chu (2003) argued that, unlike traditional western culture which tends to divide people into different cultural circles, generalization of family concept works as cultural capital by making it easier for Chinese people to break through the barriers between different social strata, so as to enhance their social capital. Therefore, understanding family culture helps us to understand family businesses in China.

### ***The Pattern of a Differentiated Order (Chaxu Geju)***

The ‘pattern of a differentiated order (*Chaxu Geju*)’ was initially proposed by Xiaotong Fei (1939) in his masterpiece *Peasant Life in China: A Field Study of Country Life in the Yangtze Valley*. Fei used the term *Chaxu Geju* (‘pattern of a differentiated order’) to describe a common Chinese social phenomenon in which people develop different classes of relationships and give differential treatment to the members of the different classes.

By Fei’s observation, Chinese people establish social networks primarily based on the intimacy of interpersonal relationships. Each individual is surrounded by a series of concentric circles, at the center of which lies the self. The first, and smallest circle is composed of blood relatives. The next, slightly larger circle is composed of family members who are not blood relatives. Beyond that, an even larger circle is composed of neighbors, classmates, and so forth. Fei used the image of ripples spreading across the water’s surface after a rock is dropped into it as a metaphor for this type of relational network.

Fei compared *Chaxu Geju* to the manner in which western cultures form social relationships and found that, in western societies, each organization has its own boundaries which specify who is part of the organization and who is not, and each individual’s relation to the organization is the same. Likewise, all members of an organization are equivalent. Fei calls this the ‘organizational mode of association’ (*Tuanti Geju*). In China, by comparison, individuals fall into circles with various distances separating them from the central point of the organization, with distance from the central point determined by one’s social influence. Everyone’s relational circles are interrelated with those of others, and different circles operate in different times and places. Such differences in social networking lead to two practical consequences. First, in western society, people’s rights are determined by laws and regulations; while in China, people seek interests and rights by establishing connections with those in higher positions or with more authority. The second consequence is that, in China, both public officials and private individuals use the same concept of social order to guide their actions, thus mixing private concerns with public issues. In Western society, on the other hand, public and private rights and obligations are divided into distinctly different ‘organizations.’ In the ‘pattern of a differentiated order,’ people make personnel decisions according to one another’s personal relationships. Individual rights are not considered, and social morality only makes sense regarding personal connections.

Based on such modes of association, corresponding patterns of governance and management developed in Chinese family businesses. The structure of family businesses is a three-level personal relationship network. The owner and owner’s family members lie at the center while the next circle includes non-blood relatives and long-time employees, and the outer circle is composed of ordinary employees. With this social structure in mind, it is easier to understand the organizational behavior and decision-making that occurs in Chinese family businesses.

### ***Chinese Traditional Culture, Trust Structure, and Family Business Growth***

Chinese family business scholars have noted the differences between the Chinese trust structure and that of western society. Xinchun Li argues that trust should be understood from two perspectives—social and individual. Social trust is founded on law and legal contracts while individual trust is an evolutionary process based on interactions between individuals or organizations. Compared with the developed market economies of the U.S. or Europe, China is characterized by lower levels of social trust, but higher levels of private trust. In other words, in Chinese society, there exists a ‘differentiated order structure’ with discrimination occurring against

outsiders in favor of insiders. Such a trust structure is defined as a 'trust of association,' and leads to specific problems for Chinese family businesses.

In seeking continuous growth, family businesses inevitably encounter bottlenecks—namely, resource constraints. The reason for this is that, in the early development stage of new ventures, founders can obtain capital, labor, and other resources from within the family relatively easily. However, once firms grow to a certain size, the family's internal resources are no longer sufficient to support firm growth, especially in terms of professional management ability. Therefore, family businesses seek external human resources. In this situation, family culture plays a negative role in the family business' continuous growth in at least two ways. First, because of the existence of 'parental authority' in family culture, decision-making power is controlled by the founder, which prevents mid-level or lower-level managers from gaining experience and practicing their managerial skills. This further contributes to the failure of family businesses to fully utilize internal professional management resources. Second, if family businesses seek external resources, trust becomes an issue. In Chinese society, under family culture, kinship forms the basis for trust, and people tend to place more trust in family members. This makes it difficult for non-family managers to win family members' trust, simply because there is no blood relationship between them. Thus, professional managers' talent is often not utilized effectively. To break the management resources bottleneck and obtain and integrate external resources into family businesses, Chu (2002) proposes that the 'pan-family' concept be adopted. This concept encourages family business owners to expand their concept of family and consider non-family professional managers as family members.

However, because of the immaturity of the Chinese professional-manager market, it is harder to monitor professional managers' agent behavior in China than in the U.S. and Europe. Given this challenge, Chu's (2002) second proposal is to build a social trust mechanism. But, due to the differences in family business owners' family concept and interests and those of professional managers, solutions to issues of trust within family businesses have not been well established.

Other researchers also note the influence of traditional culture on the growth of family businesses. Dai and Li (2012) attempt to apply the logic behind family business growth from the perspective of family systems and business systems using a case study. They believe that the driving force for maintaining family systems is affection while efficiency is the focus of business systems. These two systems both complement and conflict with one another. The growth of family businesses hinges on the balance between family and business logic. The success of the case study organization indicates that family ethics—with filial piety and fraternal duty as its core—affect the family status of entrepreneurs and the social capital within their families, and also influences the culture and social responsibility of family businesses. The authors argue that an ethical culture helps to improve the efficiency of business operations as long as there exists restriction from institutional rationality. Therefore, the basic path for the growth of family businesses lies in the effective balance of family ethics, business ethics, and institutional rationality.

### ***Chinese Traditional Culture and Leadership in Chinese Family Businesses***

#### ***What is Paternalistic Leadership (PL)?***

In Chinese family businesses, Paternalistic Leadership (PL) is a product of family culture and the pattern of a differentiated order. PL, embedded in Chinese culture for thousands of years and distinctly different from Western leadership theories, is a set of leadership philosophies, theories, and methods transferred from traditional Chinese family management to organizational

management. It is the basic characteristic of organizations in Chinese culture and is prevalent in various types of Chinese organizations. In 2000, Taiwanese scholars Jingli Fan and Boxun Zheng defined PL as a behavioral leadership style in which the leader shows discipline and authority, as well as kindness and virtue, much like a father. They also put forward the famous three-element PL theory model, in which they state that authoritarianism, benevolence, and moral leadership are basic elements of PL.

1. Authoritarian Leadership

Family, as a core concept of Chinese culture, also exists in Chinese organizations. Guoshu Yang calls the process whereby Chinese people transfer experiences learned from the family to other organizations ‘pan-familism,’ meaning that even in non-family organizations, people’s psychology and behaviors manifest in much the same way as they do in family settings. Therefore, consistent with the father-son relationship of Chinese families, the leader plays the role of a father, symbolizing authority, while subordinates play the role of sons, who must display loyalty and obedience.

2. Moral Leadership

As the cornerstone of mainstream Chinese culture, Confucianism emphasizes personal morality, declaring it the most basic requirement of Chinese people. In fact, as China is traditionally a society ruled by man—not by law—the lack of legal constraints raises ordinary people’s expectations of public officials’ morality. As a result, Chinese society relies on officials’ moral self-cultivation to restrain their behavior. In Chinese organizations, the emphasis on morality pressures leaders to maintain fairness and integrity to a certain extent; otherwise, it is hard to earn subordinates’ true obedience.

3. Benevolent Leadership

Chinese social relationships should be understood from a dyadic perspective. That is, Confucius’ ideal society is composed of five dyads of interpersonal relationship: gracious monarchs and loyal ministers, friendly older brothers and obedient younger brothers, righteous husbands, and gentle wives, and kind mothers-in-law and filial daughters-in-law. A dyadic culture such as this requires supervisors to be beneficent and subordinates to be obedient and loyal, which forms the root of Benevolent Leadership. Also, in Chinese people’s interpersonal communication, ‘reward’ is a widespread concept with a mutual benefit at its core. So, in Chinese businesses, behaving kindly toward subordinates, caring for them, helping them, preserving their self-esteem, treating them as family members, and similar behaviors are considered an investment in social capital and should lead to positive returns from subordinates—including loyalty, gratitude, and hard work.

### ***Empirical Studies on Paternalistic Leadership***

At present, empirical research on PL has two primary focuses. The first seeks evidence that PL exists in various Chinese family and non-family organizations while the other explores the effectiveness of PL.

Most studies agree that in China, PL and the three-element model is widespread, not only in organizations (Zheng & Zhou, 2003), but also in professional sports teams (Tao, 2002), public

service organizations (Cai, 2002), science and technology research institutions, and military units (Zhang, 2001). Therefore, PL is one common organizational feature found throughout Chinese culture.

Studies regarding the effectiveness of PL indicate that benevolent leadership and moral leadership have a clear, positive relationship with organization performance, with the latter playing a key role. But, it is hard to draw conclusions about the function of authoritarian leadership. Authoritarian leadership is more likely to be implemented and recognized in: (1) family businesses, (2) organizations without a clear distinction between ownership and management, (3) entrepreneurial organizations, and (4) businesses operating in a simple and stable environment, but leads to resentment and conflict in organizations with standardized management mechanisms and younger and higher-quality employees (Fan, Zheng, 2000).

Researchers are also interested in the interaction among the three elements of PL Theory. Fan and Zheng (2000) believe that the relationship of the three elements can be described as relatively independent and divisible. Benevolence and moral leadership have a clear positive correlation while the relationship between moral leadership and authoritarian leadership is difficult to sort out—it is possible there is no clear correlation. Between authoritarian and benevolent leadership, there may be a negative correlation; but it seems difficult for these two styles to coexist within a single leader. The most typical situation would be that, within a leadership team, different leaders play different roles.

## **China's Institutional Environment and Its Impact on Family Businesses**

### ***Features of China's Institutional Environment***

The most interesting feature of China's institutional environment is the current transition period in which the regulatory environment is changing due to government withdrawal and market expansion. However, China's transformation is far from complete. At the core of the economic transformation is the coexistence of two types of regulatory systems: the state-owned socialist command economy on one hand, and the property-based market economy on the other.

Such an environment creates many restrictions for family businesses. First of all, although the laws and rules undergo continuous innovation, China's legislative process tends towards strengthening political control. In China, the degree of protection for private enterprises and private property is significantly weaker than that of public property; but, private enterprises are more willing to take risks to improve performance and shareholder wealth. Secondly, the protection system for property rights is imperfect, leading to a lack of restriction on government violations of private enterprises' property rights. Without a rigid system of property rights and judicial constraints, local governments often create policy burdens and take advantage of private enterprises for political promotion, rent-seeking, and other purposes, which directly damages the interests of private enterprises or creates unfair advantages for state-owned companies.

Also, due to the lack of financial market reform, state-owned banks with monopoly positions show a preference for state-owned enterprises, resulting in institutional constraints for private enterprise financing. Even during the financial crisis, state-owned enterprises could still obtain strong support from state-owned banks, and thus, experienced less decline in capital investment. Simultaneously, private enterprises have had to 'shrink the front.' That is, a large number of small and medium-sized private enterprises were forced to retain profits to implement endogenous financing, thus reducing profit distribution to the household sector.

### ***How China's Institutional Environment Impacts Chinese Family Businesses***

Compared to state-owned enterprises, family businesses are at an obvious disadvantage, yet they contribute to a large part of China's economy. These family businesses, in order to adapt to environmental constraints, have established a set of endogenous behaviors and special governance arrangements, including the following.

#### ***Political Connections and Social Charity***

Political connections and social charity are used by family businesses as a substitute for the property right protection mechanism, and even to gain access to more resources, which is particularly true in regions with poorer property protections, more local government intervention, and lower levels of financial development. Professor Chen's study shows that business owners with political ties receive more bank loans and longer loan terms than those without political ties. Chen and Chen found that family business owners with political connections donate more to charity than those with no political affiliation; and the higher the level of political connection, the larger number of their charitable donations. The reason why family businesses make more charitable donations lies in their ultimate goal; that is, to protect the family reputation and the ensure the family's continuous control over the business.

#### ***Family Operation and Management***

Chen and Liu's research shows that Chinese family businesses tend to strengthen family involvement and family governance to deal with the problem of internal agency, as well as to allow family members to share corporate earnings. In the current period of economic transformation in which the cost of protecting intellectual property rights and business secrets is rather high, the manager market is far from perfect, there has been a decline of social entrepreneurship and an improved entrepreneurial atmosphere, family businesses would encounter serious competition if their core staff (especially senior managers) turned over and started their own ventures. Therefore, entrepreneurial families apply family governance from the beginning so as to allow more family members to attend to the business.

#### ***Family Succession***

The perceived hospitality of the institutional environment influences succession decisions. He (2014)'s empirical study indicates that when entrepreneurs perceive the institutional environment to be more hostile, they are less inclined to pass the company to their children. But if entrepreneurs have high political status, the negative effects of institutional environment on internal succession willingness is tempered. For these entrepreneurs, the defects of institutional environmental may not be seen as constraints, but as useful resources. It can be seen that with regard to family businesses' internal authority allocation—no matter if a family business' performance is lower or higher than expected—most family businesses tend to allocate authority to the most capable core family members; but not to distant family members. Only when the institutional environment is quite hostile, do business owners—concerned that involvement in business management will be too taxing for family members to handle on their own—allocate authority to distant relatives instead of core family members. This reflects entrepreneurs' strong benevolent motives towards family members.

### Group-Type: Organizational Structure

Once family businesses reach a certain size, they may attempt to build a *group-type organizational structure by which a group of family businesses or a large family business with a close relationship to government forms a large scale family enterprise group so as to operate in diverse markets*. In many emerging markets, including Mainland China, large family enterprise groups are prevalent. The relationship between subsidiary companies in a group is not based on the market, nor on bureaucracies, but on family ties or family-like relationships (e.g., friends, neighbors, partnerships). In the process of market transformation, large networks of family and social ties can provide informal guidelines to strengthen the cooperation between subsidiaries. In particular, such family relations reduce strategic reconstitution and therefore improve governance performance.

### Comparisons between Chinese and English Family Business Research

Chinese family business research started almost 20 years later than English family business research. As a result, many Chinese studies are extensions or localizations of English studies of similar topics. However, there exist obvious differences between the two research camps. Comparing the content of the clusters of Chinese family business studies with the studies in English, we found that although both Chinese and English studies are interested in governance, succession, entrepreneurship, strategy, and competition—important in English literature—attract less attention in Chinese family business research. Relevant keywords such as ‘strategy decision,’ ‘strategy entrepreneurship,’ ‘strategy transforming,’ ‘competence,’ and ‘globalization’ appear only 15 times in our entire data pool. Table 24.6 shows the respective topics of Chinese and English studies. The reason for these differences needs further analysis.

### Conclusion

This chapter aims to create an overall picture of Chinese family business research in order to give readers an idea of what Chinese family businesses are like, how they are studied, who studies them, what topics are discussed, primary conclusions, and how, if at all, is Chinese family business research different from English family business research. Our work, based on data from public reports and a bibliometric analysis of relevant literature, illustrates a temporal distribution of 390 articles published thus far in top-tier Chinese academic journals. It also identifies the most productive journals, authors, and institutions, and also specifies the eight topical clusters of the Chinese family business research field. Furthermore, significant differences between Chinese family business research and that published in English were found. That is, Chinese family business researchers are not as interested as English-speaking researchers in strategy and competence of family businesses.

Table 24.6 Comparison of English and Chinese FB Research

<i>English Literature</i>	<i>Chinese Literature</i>
definition of family business	familinism and management
leadership and management	trust, agency and relational governance
succession	governance
governance	entrepreneurship and growth
competitive advantage	succession
	others



## Notes

- 1 See 'Data Bulletin of the Third National Economic Census,' [http://www.stats.gov.cn/tjsj/zxfb/201412/t20141216\\_653709.html](http://www.stats.gov.cn/tjsj/zxfb/201412/t20141216_653709.html).
- 2 Chen Yu, The financial management mode of Chinese Family Enterprises [D]. Beijing Jiaotong University master degree thesis, 2015.
- 3 Family business researches were published in top journals in China, 1 in Chinese Social Science, 3 in Economic Study, 56 in Management World.
- 4 This software was co-developed by Professor Lei Cui of Chinese Medical Sciences University and Hongsheng Computer Technique Co. Ltd, and is available in Cui's blog (<http://skydrive.live.com/?cid=3adcb3b569c0a509&id=3ADCB3B569C0A509%211195>).
- 5 Actually, according to the analysis of Bicomb, TRUST, SOCIAL CAPITAL AND RELATION GOVERNANCE are three separate clusters, but by reading relevant articles we find that the core issue they discuss is the same, so we put the three into one cluster.

## References

- Boxun Zheng, Lifang Zhou, Minping Huang. (2003) 'Three-element pattern of the paternalistic leadership: evidence from Chinese mainland enterprise organizations., 2003' *Local Psychology Research*, no. 20: 209–252.
- Chen, Ling. (2003) 'Information Characteristics, Transaction Costs and Family Organization' *Economic Research* (51–60), no. 7.
- Chen, Ling, and Lihua Chen. (2014) 'The clan involvement, the socio-emotional wealth and the corporate charitable contributions: A case study based on the survey of the private enterprises all over china' *Management World*, 90–101.188.
- Chen, Ling; Ying, Lifen. (2003) 'Hereditary succession: The inheritable management and creation in clannish enterprises' *Management World*, no. 6: 89–97.156.
- Chen, Ling; Ying, Lifen. (2014) 'Political connections, institutional environments and charitable contributions by family entrepreneurs' *East China Economic Management* 28, no. 1 : 1–6.
- Chen, Wenting, Xueru Yang, and Xinchun Li . (2009) 'A family entrepreneurship study on process perspective' *Foreign Economic and Management*, no. 2: 56–64.
- Chu, Xiaoping; Li, Huaizu. (2003) 'Trust and chinese family business growth' *Management World*, no. 6: 98–104.
- Fei, Xiaotong. (2003) *Peasant Life in China: A Field Study of Country Life in the Yangtze Valley*. New York: Dotton.
- He, Xiaogang. (2013 fourth ' 4 2013) 'Business expectations and the configuration of authority within the family - a study based on data of Chinese listing Corporation, the Journal of management science.
- He, Xuan, Lihong Song, Hang Zhu, and Xinchun Li. (2014) 'Why does the family firm want to let go? The perception of the system environment, the political status, and the succession intention of china's family firms entrepreneurs' *Management World*, 2: 90–110,188.
- Hu, Xiaohong, and Xinchun Li. (2014) 'Family business oriented and business growth.' *Academic Research*, no. 4 (2009): 12–21.
- Jianan, Zhu; Ling, Chen; Junsheng, Dou; Hao, Wang. (2015) 'The institutional environment, family involvement and enterprise behavior — a review of family business studies from the perspective of economic transformation, 2015.2' *Shandong Social Science*, 146–152.
- Jingli Fan, Lifang Zhou, Boxun Zheng. (2000) 'Paternalistic leadership scale: the construction and measurement of the three element model. Indigenous psychology, 2000, 14: 3–64.' *Indigenous Psychology*, no. 3: 53–64.
- Li, Xinchun, and Li Liu. (2000) 'Family entrepreneurship research: A new paradigm of theoretical research.' Edited by 23–31. *Journal of Social Sciences of Jilin University*, no. 6.
- Li, Xinchun, and Xuanyu Wang. 'Review and prospection of family business research in Mainland China: 1988–2007.' *Zhangshan Management Review (Taiwan China)*, 2008: 256–257.
- Liu, Chen, and Zhibiao Liu. (2009) 'Separation of core staff in family businesses in the transition period.' *Nankai Business Review* 12, no. 1: 110–117.
- Luo, Danglun, and Qingquan Tang. (2009) 'Environment institution and performance of chinese private public entrepreneurs.' *Economic Study*, no. 2: 108–118.

- Pan, Ancheng. (2009) 'Familianness, social-cognitiveness and family entrepreneurship: A case study.' *Nankai Management Review* 14, no. 3 (3 2011): 91–100.
- Shi, Benren, and Jian Zhang. (2013) 'Family business research review: analysis based on CSSCI literature from 1998–2012.' *Jinan Journal (Philosophy & Social Science Edition)*, 9: 18–29.
- Wang, Hesen. (2012) 'Study on the dual governance of Chinese family enterprise group, the dissertation of Zhejiang University in 2012.'
- Wang, Hesen. (2012) 'Study on the dual governance of Chinese family enterprise groups,' the dissertation of Zhejiang University in 2012.' In *Study on the Dual Governance of Chinese Family Enterprise Groups*. he dissertation of Zhejiang University, 2012.
- Xi, Jing; Wang, Wenfeng. (2007) 'Organizational identification and Chinese family business growth.' *Economy and Management* 29, no. 23: 59–62.
- Yang, Xueru, Wenting Yang, and Xinchun Li. (2009) 'Yang Xueru, Chen Wenting, Li Xinchun, family orientEntrepreneurial Orientation and Entrepreneurial Performance.' *Economic Management*, no. 3: 85–92.
- Zhang, Xinan; He, Hui; Gu, Feng . (2009) 'The impact of paternalistic leadership on team performance: the mediating role of team conflict management.' *Management World*, no. 3: 122–133.