

Tariq H. Malik\*

## Contextual Bricolage and the Founder's Apprehension in the inter-generational Succession of Small Family Businesses\*\*

### Abstract

Small family businesses (SFBs) encounter disruption during the inter-generational succession that has drawn attention to the founder's apprehension but has overlooked the contextual attention in intensity and inter-contextual interaction. Inter-contextual interaction refers to the combination of two contexts such as actors and place or timing and structure. This article addresses this question to explore the salience of contextual intensity and bricolage between two contexts (e.g. actors and place) through a two-stage method. First, we used qualitative data and codified it, using content analysis. Second, we used quantified content analysis for the intensity and bricolage within and between contextual attention of the founder. We applied the contextual bricolage framework based on five rhetorical contexts as variables. Based on 200 questions used in the 18 in-depth interviews with founders engaged in the process of inter-generation succession, we coded the data along with the interview questions as observations and the contextual elements as the variable, for a descriptive analysis of the themes and inter-contextual bricolage of correlations. The findings of basic statistical analysis for the exploratory purpose show the result in two stages: inter-contextual bricolage of five rhetorical contexts and inter-actor intensity against functions and structures. In the inter-contextual bricolage, function-structure ( $r = 83\%$ ), actor-structure ( $r = 81\%$ ), and function-actor ( $r = 79\%$ ) take the top position in the bricolage. In the inter-actor bricolage vis-à-vis functions and structures, the collective (we), children (they), and the self (I), and the parent (family) show high inter-correlations with functions and structures. Our analysis of this study supports bricolage, identifies inter-contextual bricolage, and highlights the salience of function and structures with actors within and between rhetorical references. Spatial and temporal concerns appear weaker in the SFB succession in Thailand.

**Keywords:** Small family business; succession the founder's apprehension; inter-conceptual bricolage; function-structure salience; actor structure salience; actor-function salience. (JEL: D19, D64 J62, L26, M13)

\* Tariq H. Malik, Liaoning University, International Centre for Organization & Innovation Studies, China. Email: t.h.malik@lnu.edu.cn.

\*\* Date submitted: April 7, 2018

Revised version accepted after double blind review: August 25, 2019.

## Introduction

The current research on the SFB and inter-generational succession highlight risk and disruption in the transition. Three angles have tackled the SFB issues and their implications. One view explores whether and how predecessors (founder's) uncertainty develops about the succession question, and it finds that information asymmetries, financial uncertainty and knowledge capability add to the predecessor's apprehension (Dehlen, Zellweger, Kammerlander, & Halter, 2014). This agent-specific focus ignores the other contextual aspects. The second angle focuses on the relational context and its implications for the predecessor's apprehension. It highlights that the social capital gap between the founder and heir induces the founder's apprehension (DeNoble, Ehrlich, & Singh, 2007). Other researchers on SFB support this view that the founder's apprehension increases regarding the SFB and customer relationships (DeTienne, 2010). The third angle focuses on the parent-children relationship and its implications for the predecessor's apprehension (Kaye, 1996; Sharma & Smith, 2008). These three angles on the SFB research have encouraged burgeoning research on an inter-generation succession of SFB in three contexts: technical, social capital, and psychological aspects. These studies concur that the predecessor's apprehension affects the SFB's smooth transition. First, excessive apprehension threatens the survival and growth of the family firm. Second, the founder's apprehension poses a greater threat than the environmental threats to the SFB (Gardiner, 1937). Third, the founder's apprehension influences the SFB earlier than the succession process begins, suggesting that undetected motion of the apprehension leads to unwanted processes and outcome (Handler, 1994; Sharma, Sieger, Nason, Cristina, & Ramachandran, 2014). For instance, apprehension of the agent retrieves negative information from memory, it reduces the perceived coping-potential, and it sends negative signals to the audience, harming the process of the succession (Lumpkin & Brigham, 2011). These literature draw causes and consequences of the apprehension of the founder in the SFB. None offers a systematic analysis of the contextual sources, inter-contextual interaction and contingent influence on the founder's apprehension (Rafaeli, 2013). Because of the potential cost of this ignorance and benefits of the systematic understanding, we address this issue in this paper.

To tackle the founder's apprehension about the inter-generational succession, we draw on the decision theory that links between the contextual interpretation and its influence on the action. Decision theorists in the organisational literature refer it to primers of decision (March, 1994). Institutional theorists refer it to the interaction between scripts and situation in influencing the interpretation and actions (March, 1988; Scott, 2003). Narrative economic theory suggests that the discourse generates meanings and actions (Shiller, 2000; Shiller, 2019). Psychologists refer them to contextual elements behind the cognition, emotions and response (Lazarus & Smith, 1988). Rhetorical studies and the institutional enactment refer them to attention

structure — the interaction between scripts and stimuli (Ocasio, 2011; Weber & Glynn, 2006; Weick, 1995). Semantic literature refers them to rhetorical questions and answers in the meaning and decision process (Burke, 1969). Since rhetorical institutionalism reflects on the bricolage of mental scripts and situated attention influence the interpretative decisions, suggesting the subtle role bricolage within and between contextual factors, we adopt the notion of inter-contextual bricolage in this framework.

The inter-contextual bricolage suggests that the meaning and action rest on ideas, concepts, contents and consequences. The interaction between these ideas, which represents the notion of bricolage, changes scripts through the framing and contextualised meanings (Desa & Basu, 2013; Duymedjian & Ruling, 2010). The bricolage of ideas contends that mental models and situated attention translate the existing values into new values (Baker & Nelson, 2005; Di Domenico, Haugh, & Tracey, 2010; Duymedjian & Ruling, 2010). For instance, bricolage enables entrepreneurs to generate incremental new technologies with resources. However, they exclude the emotive responses of the agent. Likewise, some researchers explicate the role of bricolage in new technologies without the contextual role and its consequences (Garud & Karnøe, 2003; Hendry & Harborne, 2011). The concept of bricolage appear in anthropology (Levi-Strauss, 1966), and it migrated to social sciences in various research studies in interdisciplinary analysis and decision ecologies. We bring the notion of bricolage, as an umbrella term, to the intra-contextual and inter-contextual analysis of the founder's apprehension about the inter-generational succession.

## Framework

The framework addresses the founder's apprehension of the SFB (small family business) succession; therefore, we define the inter-generational succession as the first step in the framework development. The existing research argues that the family business includes "family ownership, management by a family member, the operational involvement of family members, and family member involvement across generations" (Rogoff & Heck, 2003: 560). Immediate family members take part in the family business operations (Heck & Trent, 1999; Wortman, 1994). These participants in the SFB affect the functional and structural decision, processes and outcomes before and after the succession. After the succession, one of these family members takes control of the SFB. Regardless of the sector, locations, functions and structures, the shifting of the control within the family business refers to the inter-generational succession. We narrow this definition of the inter-generational succession to the children of the founder of the SFB. Therefore, the predecessor's apprehension originates from the context of the children of the founder in the succession context.

The founder's apprehension about the heir's succession of the SFB stems from contextual factors, and whenever the contextual factors change in scope or scale, they bring various changes in the founder's apprehension. Whenever the founder's attention shifts between contextual factors, such as from functional to structure or people, it induces changes in the scope. Whenever the founder's attention shifts on the scale—from low to high — it induces the intensity of the apprehension on the scale compared to the scope. High intensity on the scale stresses apprehension because the founder's attention turns to the high-intensity contextual factor. Low intensity on the scale depicts lower attention of the founder, leading to lower apprehension. Together, the scope and scale make up the concept of bricolage as a rhetorical device to refer to intra-contextual and inter-contextual bricolage. Multidisciplinary literature supports the notion of bricolage, its interpretative variation and its impact on the meaning-action relationship. The appraisal theory contends that the relevance, importance and coping-potential of the context influence meanings and action (Lazarus & Smith, 1988). Likewise, the attention-based theory links that coping-potential and situated attention to the decision for action (Ocasio, 1997). High coping-potential reduces the agent's apprehension about the issue, and low coping-potential increases it in the intra-contextual and inter-contextual bricolage.

The intra-contextual bricolage, as noted earlier, refers to the intensity on the hierarchy of the scale. For instance, functional, actors, locational, temporal and structural contexts vary in the intensity of attention and their meanings for the founder. Increased attention to the contextual factors increases the intensity of that context on the scale. For instance, rhetorical questions of what, who, where, when, and how draw attention and answers from the founder in various frequencies. A high frequency of references to any of these answers signifies the situated-attention. This increased level intensity suggests that the attention to the intra-contextual bricolage implies relevance, importance and coping potential (March, 1994; Ocasio, 1997; Smith & Kirby, 2009). Literature across social sciences have developed the intra-intensity bricolage, which often relates to the concept of dominant logic because of the contextual intensity on the hierarchical order on the attentions scale. The next level of attention leads to the inter-contextual bricolage of the situated-attention. The interaction between dyadic situations produces a correlational direction and size, depicting the attention and meaning of the agent for action.

In the founder's apprehension analysis about the inter-generational SFB succession, the salience of the contextualised situation and its negative implications for the predecessor-successor perceived judgement come to the fore. The affective theory explains that the perceived value generates emotive bricolage that elicits some level of apprehension (Gardner & Martinko, 1988; Kraiger, Ford, & Salas, 1993; Prescott, Csikszentmihalyi, & Graef, 1981). The apprehension results from the affective-attention that retrieves related meaning and impacts decisions. For instance, the theory explains that positive emotions from the attention and coping-potential retrieve positive information (Forgas, 1995). The negative information retrieval increases

when the contextualised situation induces negative emotions (Ocasio, 2011; Ocasio, Laamanen, & Vaara, 2018). Since contextual attentions reflects emotion-specific valence rather than a general attitude, the founder's apprehension phenomenon builds on the inter-contextual bricolage. Thus, the interaction between two contextual factors drives the current argument in the framework.

The inter-contextual bricolage differs from the attitudinal response in subtle ways. First, attitude influences context-free actions; emotions influence context-dependent responses (Fredrickson, 2001; Fredrickson & Branigan, 2005). Second, the attitude resonates with a broader domain; the emotive response resonates with a narrow domain. Third, attitude endures longer and spans across time, and emotions spike along the temporal line. One's attitude remains stable across temporal contexts. For instance, the mental scripts remain stable over time — before and after the contextual attention (Baron, 2008). Emotions depend on the attention to a specific context in the increase or decrease. Fourth, attitude forms the structure of the agent's thoughts; emotions elicit decisions and actions (Clore, Schwarz, & Conway, 1994). The attitude aligns with structural assumptions, and emotions align with behavioural assumptions because attitude lacks a specific valence; emotions have direct valence in the response. Fifth, attitude drives automated information processing (Weber & Glynn, 2006); emotions display ebbs and flows in the information processing. Thus, the emotions occur with the attitude like behaviour with the structure, within the domain of the rhetorical institutionalism.

The rhetorical institutional theory links scripts and actions, and whether the scripts come before action or vice versa depends on the starting point of the theory. The path-dependent approach begins with the attitude and links it to actions (DiMaggio & Powell, 1983; Scott, 2003). The situated-attention-based view, in contrast, takes the interpretative decision process, and it links the situated attention to the action and change (March, 1994; Ocasio, 1997; Weick, 1995). The current framework aligns with the latter, and it builds on the inter-contextual bricolage of dyadic relationships between five contextual factors. Figure 1 shows these five rhetorical questions in the bricolage, their contextual answers and their interactions for the bricolage attention and apprehension.

### Bricolage for Attention

The notion of bricolage and related attention reflects the intensity of dominant devices and the inter-conceptual intensity as correlations. As noted earlier, various names in the literature represent this set of five contextual elements the attention-structure. Organisational institutionalist call them the 'decision ecology' (March, 1999); rhetorical institutionalists describe them rhetorical motives and their frames (Burke, 1969), sociologists and anthropologists call them 'bricolage of ideas' (Campbell, 2004; Douglas, 1986; Levi-Strauss, 1966; Swedberg, 2014), cognitive theorists address them as appraisal questions (Lazarus & Smith, 1988); methodolo-

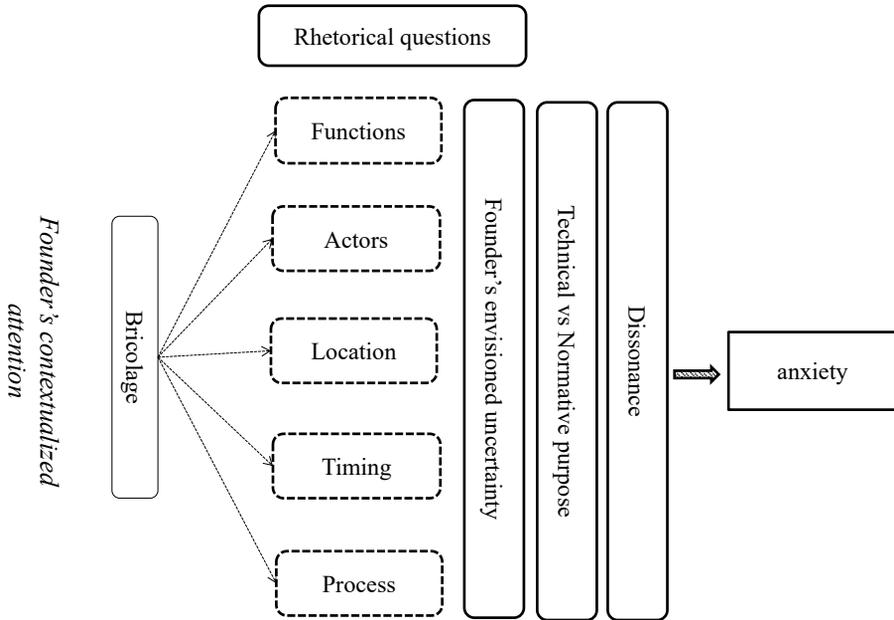
gists use them discursive devices of the method. Life scientists prefer to call them discovery questions (Annesley, 2010). Regardless of these varieties associated with the attention structure, the notion of bricolage ties them together. Thus, the devices used as rhetorical questions elicit interpretative responses with the function, actor, location, timing and methods. Figure 1 displays these concepts in the order of their discussion in the following.

- (i) *Functional bricolage*: The functional bricolage implies that the knowledge required for the survival and growth of the SFB matters founder's attention to the self and the successor. The perceived functional knowledge in the mental script of the founder determines the distance between the expected and perceived values. High intensity and correlation imply a greater distance, uncertainty and apprehension of the founder because of the rhetorical question: what is your concern about the succession regarding the *functional operation of the SFB*?
- (ii) *Actors' bricolage*: The bricolage of actors (people) refer to relevant and relational issues of the actor. Actor-specific attention exists in the identities that the founder uses in the attended situation. These events of attention to the actor's context refer to family members and non-family members in the SFB succession process. Non-family members further fall into the category of employees and customers. In SFB, we use them for the actor's bricolage in the situated attention and meanings for action (Ocasio, 1997). The actor-bricolage answers to the question: *What is your main concern about the succession regarding the people in SFB*?
- (iii) *Spatial bricolage*: The spatial bricolage refers to two types of spatial references: a physical space (e.g. the founder's office, cafeteria, common room, meeting room or security room) and social space (status, hierarchy, power, and influence). Some times the physical space signals the social aspect, and other times, the social space shapes the physical space. Since the interaction between the two spatial concepts reflects on the position, ranking, reputation, legitimacy, fame, and network identities (Podolny & Baron, 1997; Sauder, Lynn, & Podolny, 2012), it induces a variation in the meaning and action. Therefore, the rhetorical question asks to the founder: *what is your main concern about the succession regarding space (physical, social and interaction) of the SFB*?
- (iv) *Temporal bricolage*: The timing refers to one of the most important concepts in narratives, meanings and responses because people differ in experiencing the time. These experiential differences induce meanings, values and behaviour. For instance, the notion of physical time and social time (click time versus psychological time) translate into different ideas and bricolage of those ideas (Clancy, 2014; Flaherty, 2003). Likewise, at the societal level, time varies from the past to the future. Some societies translate the future as entrepreneurial time, and others translate it as destiny (Bourdieu, 1963). Since the experience, meaning

and context of time differ (Giddens, 1990) in scope, duration and risk for different actors (Jaques, 1971), we contextualise the conceptual bricolage of time (the when question) as a bricolage of timing in the founder's apprehension. The rhetorical question asks: *what is your main concern about the succession regarding the timing (event, life cycle, and epoch) of the SFB?*

- (v) *Structural bricolage*: The structural bricolage refers to the two types of coordination mechanism, and it takes two interrelated mechanisms. One type refers to the method or procedural aspect coordination. It delineates the composition of activities and their order. The other type refers to the organisation coordination as in the hierarchy of communication structure. Together, the first type, methods and procedures, and the second type, organisational communication, shape the notion of structural bricolage. Both types combine technical and normative elements to perform and conform to the environment. The technical term matters in the efficiency and effectiveness, while the normative dimension matters with the environmental conformance — formal and informal frames of references in the institutional context (Dalpiaz, Tracey, & Phillips, 2014). For instance, a closed structure of the organisation isolates it from its context versus an open structure that links it to the environment. Likewise, a hierarchical versus lateral, explorative versus exploitative structure or cooperation versus competition-oriented structures foster different communication and complementation in the bricolage of ideas. The rhetorical question for the structural bricolage inquires: *what is your main concern about the succession regarding the structure/methods of the SFB?*

In Figure 1 shown earlier, the framework leads to the basic research question: where does the founder's apprehension come from when the founder thinks about the inter-generational succession? The right side of the figure shows the corresponding five rhetorical concepts. In the bricolage, the founder draws meaning from these concepts in the situated-attention, and the relevance and importance of these concepts influence the apprehension because of the situated dissonance between the founder and the heir. The independent contexts show intensity, and the inter-contextual bricolage implies dyadic interaction and its effects on the founder's apprehension. Thus, this exploratory study contributes a framework, empirical process and substantive results by estimating the intensity of individual concepts and correlations between concepts based on the questions.



*Model:* Adopted from the literature (Malik, 2019); rhetorical economics

**Figure 1: Founder's bricolage of inter-generational succession**

## Methodology

*Research setting.* We describe the research setting in four levels, from a narrow to a broad scope. First, the research question explores the founder's perception of the inter-contextual influence on the SFB succession. Second, empirical evidence alludes to data type, including qualitative questions and quantitative analysis in the process of inter-contextual correlations. The qualitative process followed 200 questions in 18<sup>th</sup> cases of in-depth interviews, which we transformed into 200 observations for five types of contextual factors. These five contextual factors became respective variables in this empirical setting. Third, we selected SFBs with less than fifty employees that have founders and heirs present, and they have started the succession planning. Appendix A shows a preview of 18 interviews with founders preparing for inter-generational succession in the family business. The interviews took place between October 2012 and October 2013. Business size ranges from 8 to 30 employees. Founders responded to questions during the interviews. These interviews show similarities and differences in text size, situated questions size, and question types. Appendix B alludes to the scope and of the interview questions, divided into thinking questions (opinions) and behavioural questions (action) associated with the bricolage of what, who, when, where, and how questions. Besides bricolage question, the scope and diversity of the bricolage question further vary to shape the

responses at both primary and supplementary levels to address theoretical and practical framework based on these cases. Fourth, the national context of Thailand describes the broad scope in this research because of the theoretical sampling in the SFB literature (Reay & Whetten, 2011).

Thailand differs from Western research documented in the extant literature. National institutions, interpretative logic, and decisions differ in Thailand because of cultural differences. For instance, Western literature takes on the family business from technical and economic perspectives; the Asian perspective takes from sociological perspectives. Second, Western family business depicts more rational decision; Asian family business depicts relational and social value decisions. This national difference in cultures, interpretative processes and decisions make this research setting interest to capture some insights from the founder's uncertainty towards inter-generational succession in the Southeast Asia setting. Such a unique setting serves national culture perspective. The literature on such national setting suggests that unique contexts strengthen existing theories and help to discover new ones (Whetten, 1989). Besides the national cultural differences, Thailand offers other benefits to the research on the SFB succession. It hosts a large proportion of family businesses, both among small and large firms (Kitayama & Masuda, 1995; Markus & Kitayama, 1991; Matsumoto, 1993; Sharma & Manikuti, 2005). Past research has overlooked this characteristic of the national setting. Therefore, Thailand merits research attention because of its cultural differences and sectoral differences from the Western countries.

Those authors who addressed the family business succession question in Thailand focused on large family business groups (Yabushita & Suehiro, 2014), overlooking the SFB succession question. Unlike the large business groups in Thailand, which have strong family ties with political groups (Imai, 2006), small family businesses lack such ties with political elites, government, and inter-firms. Their structures, rules, practices, and standards differ between large and small family business enterprises in Thailand (Bertrand, Johnson, Samphantharak, & Schoar, 2008; Chutamong, Kali, & Wiwattanakantang, 2006). For instance, SFB lack resources compared to large firms, and they solve their business problems through the process of bricolage of existing resources and ideas to survive and grow (Baker, 2007; Baker & Nelson, 2005). Thus, the national difference, smallness and structural factors support the theoretical purpose of the current research setting.

## Data

As introduced in the research setting, we collected data from 18 founders through semi-structured interviews. The first interview question posed to all respondents was similar: whether and why succession was a concern to them. Other questions appeared during the interviews to complement the richness of the information. The interviews were in the Thai language. We developed proper protocols for the inter-

views as follows. The first round of interviews took six months. After transcribing the interviews into the Thai language, we translated the transcript into English and back for comparison. The transcript of the English text in the data produced 151 pages. An external expert in the translation profession checked the accuracy and level of the transcription. We also showed the transcript in the Thai language to the respondents for corrections.

## Analysis

The analysis follows an iterative process which started with the fundamental question concerning the uncertainty, and it trickled to the bricolage frames, such as the problem, uncertainty, risk, fear, worry and loss. These contents of apprehension occurred in the contextual setting, and we shifted the focus from the individual contexts to their contextual ecology — the thematic frames. This shift from the content to the context for meaning implies that notion of bricolage — the meaning-making process. Together, the content and bricolage mechanisms that support the bridge between the ordinary language and emotions in the discourse explain the meaning and action relationship (Lazarus & Smith, 1988: p291). These processes refer to ‘characteristics of messages’ (Berg, 2006, 240), which offers flexible techniques (Holisti, 1968, 604) in the analysis of any textual data (Abramson, 1983, 286). Empirical research has followed from it (Suddaby & Greenwood, 2005). These studies offer a methodological guide in the process that develops from specific to general ideas — concrete concepts to abstract theory.

## Levels of Coding

We used two levels of coding of the data in a systematic process: the division level and classification level. At the division level of coding, we coded all components based on direct and implied meaning. Direct meanings suggested a literal interpretation, and implied meaning suggested connotative interpretation. This division processes separated the concepts from each other into sub-categories. At the classification stage, we integrated the concepts into their higher categories, placing items belong to one class under the same theme. We used the principle of selection drawn from the framework of the bricolage of rhetorical questions as information eliciting mechanisms from the interpretative perspective.

These bricolage mechanisms draw on the rhetorical devices ‘who, what, where, when and how’ draw attention to immediate bricolage of the actor (Lazarus & Smith, 1988: p238). Burke’s pentad holds a similar position in bricolage and action (Burke, 1969). The methodological literature on the content analysis points to the need for inter-question bricolage for the textual analysis of the contents (Krippendorff, 2004). Methodologists point out that the textual data analysis occurs at two levels: the manifest level and latent level (Berg, 2006, p242). The manifest level builds on the actual concepts used in the narratives. The analyst transcripts these

terms as they occur. We coded these terms in discrete segments at the axial level. The latent level of data coding included devices as the framing of the context in response to the focal rhetorical questions (Bateson, 1972; Goffman, 1974). Since the focal issue in the current research links rhetorical questions to the apprehension problem, the frames and devices represent the functions, actors, space, timing and structures codes based on the founder's narratives.

These frames and devices in responses to the rhetorical questions form the framework in Figure 1. Each rhetorical device becomes a primer of the decision for interpretative action. Organisational theorists explain that the interaction between these questions or concepts (the inter-contextual bricolage) forms a decision ecology (March, 1999). In the decision ecology, individuals think and act upon the meaning of those question or conceptual ecologies that represent the context (Lazarus & Smith, 1988). Likewise, the methodology literature refers these questions and concepts to the tools of decision ecology (Krippendorff, 2004). National scientists refer them to scientific discoveries rather than decision ecology (Annesley, 2010). The current study uses the decision ecology that reflects on the bricolage between two contexts (inter-contextual bricolage) to assess the founder's uncertainty about the succession in the SFB. Based on the purpose to explicate the inter-contextual correlations, direct and size, we explore whether the inter-conceptual bricolage produces (relative size and direction) to discern competing and conflicting logics in the process of interpretation and response at the second stage.

The second stage of the analysis shifts focuses on the conceptual intensity to inter-conceptual correlations the data transformation in quantitative structure. We transformed the data into 200 rows (subjects) and five rhetorical questions. Each of the 200 observation sums the manifest and latent devices (frames) under the rhetorical them. A formal estimate shows the process of the content analysis in the inter-variable correlations, and the outcome produces a hierarchy of the inter-contextual correlations presented in the finding section.

## Findings

The data analysis followed the research question of whether and how inter-contextual bricolage influences the perceived apprehension of the founder about the inter-generational succession. The analysis process led to the data coding at that the axial level, producing meaning-making units. A meaning making-unit refers to the rhetorical questions and their answers associated with the framework in Figure 1. The conventional economic literature refers to these questions to the economic decision in the production process: what to produce, for whom to produce, where to produce, when to produce, and how to produce. Table 1 shows the envisioned attention to the founder's attention to multiple concepts in the narrative in two sections. The first section shows the founder's attention to the goals and the second panel shows the founder's attention to the means to attain those goals. The envi-

sioned attention in the table reflects the intensity and diversity of those concepts in the context in two ways in the left and right panel — comparable between the founder (predecessor) and the heir (successor). These discrete meaning-making units, comprising nouns, verbs, and ideas, generated key terms in front of each of 200 questions, leading to the second level of analysis.

**Table 1: Contextual attention to goals and means**

		Goals attention		Means attention		
		Founder-oriented	Heir-oriented		Founder-oriented	Heir-oriented
1	Benefit cost	0.13	0.21	Adjustment	0.23	0.28
2	Size	0.65	0.96	Admin processes	0.03	0.07
3	Success	6.44	1.70	Contextual	0.32	0.60
4	Capital	0.04	0.11	Interaction style	0.16	0.11
5	Dynamics	0.67	0.53	Attitude	0.45	0.32
6	Pressure	0.23	0.07	Convolution	0.27	3.15
7	Vulnerabilities	0.15	0.11	Governance	0.35	0.42
8	Disappointments	0.31	1.74	Originality	0.24	0.14
9	Achievement	0.31	0.32	Decision triggers	0.15	1.42
10	Progress	0.49	0.71	Struggle	0.30	1.13
11	Effect	0.60	0.81	Academic tools	1.47	0.98
12	Change patterns	0.28	0.42	Mimicking	1.86	1.74
13	Risk-aversion	0.19	0.32	Experiential	0.63	1.59
14	Spatial	0.17	0.35	Methodology	1.70	2.65
15	Expansion	0.92	1.13	Task-specific	0.19	0.92
16	Outlook	0.4	0.4	Liability/assets	2.99	4.5
17	Business cycle	0.07	0.07	Lead vs lag	0.29	0.31
18	Strength	0.30	0.25	Experimenting	0.58	0.11
19	Legacy	0.77	0.28	Ready	0.03	0.00
20	Transformation	0.43	7.33	Timing	0.78	1.20
21	Direction	0.27	0.64	Preparation	0.47	0.89
22				Conceptualisation	2.14	3.83
23				Artefacts	0.38	0.28
24				Repetitive	3.79	6.27
25				Business Dev.	0.4	0.4
26				Output aligned	2.77	4.11
Weight		13.8	18.5		23	37.4

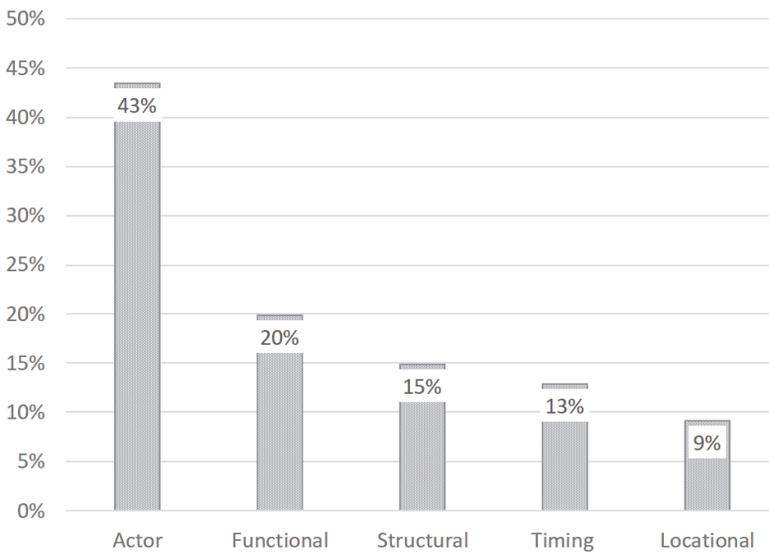
Table 2 shows the intensity of the five conceptual ideas in the founder's narratives in the text generated through the interviews. In this second level of analysis, we integrated the axial codes into five thematic structure based on the framework in Figure 1 to serve two purposes. First, these show intensity the absolute terms and relative terms. Second, it shows the estimation process of the intensity of each theme in response to the rhetorical questions and their five types of contextual answers (functions, actors, location, timing and process). Table 2 shows the results and a descriptive process to measure the weight assigned to the five bricolage contexts. Contrary to the order of the question, the intensity based on the scores shows functional

(27), procedure/process (15), actors (13), space (9) and timing (5) in the hierarchical order. Thus, the technical or economic aspect (functional) context received the topmost attention, followed by structural processes (methods, modes, system and design). The location and timing received low attention from the founder, making a case for an inter-contextual bricolage in the correlational process.

**Table 2: Contextualised attention**

Situation	Devices	Concepts	Freq.	Range	Intensity	Dimensions
Functions	Knowledge/Tasks	42	6435	10164	27	Codified—Tacit
Actor	People/Identity	14	3388	3623	13	Self—Else
Location	Place/Space	27	2260	6534	9	Tech—status
Time	Events/Duration/ Cycle	20	1172	4840	5	Retro—prospect
Process	Modes/Structure/ Methods	57	3702	13794	15	Tight—modular

*Intensity estimation:*  $[(\text{Frequency})/(\text{range}) * \text{units}]$



*Intensity estimation process:*

Step 1: N= 242 discrete segments of textual observations

Step 2: Frequency/diversity of key terms in each concept

Step 3: Sum of Step 2/ N (118+259+54+77+88 =596)

Step 4: Each of five concepts/596

**Figure 2: Bricolage intensity**

However, the intensity shows actors leading attracting attention in the narratives of the founder. Figure 2 shows that actors, function and structures show salience of

43 %, 20 % and 15 %. Four steps show the estimation process below Figure 2. This chart in Figure 2 serves two purposes. First, it shows the hierarchy of the intensity in the conceptual salience. Second, it complements the results in the correlation matrix at a conceptual level and sub-conceptual levels. Because of the salience in the actor's intensity in this chart, we further explore the sub-classes of actors and their relevance to functions and structures in later parts of the results. Here, we turn to the inter-contextual correlation matrix.

Table 3 shows the inter-variable correlation to establish the statistical significance and direction of the bricolage between two concepts. At the dyadic level of inter-conceptual bricolage, the correlation matrix shows five main contextual concepts and three questions related to attributes, attitude and behaviour questions. The results from the correlation matrix in Table 3 shows dyadic interaction size and direction. The positive and significant correlations in the dyadic interactions support three events of bricolage: the function and structure bricolage, the function and actor, and the actor and structure bricolage. Three references to the bricolage draw show high levels of inter-correlations, which gives the bricolage a salient position. We order these correlations in a preview in the order of importance based on the correlation size in Table 4.

**Table 3: Inter-conceptual bricolage (Pairwise correlations)**

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) LogFunction	1.000							
(2) LogActor	0.786*	1.000						
(3) LogLocation	0.616*	0.579*	1.000					
(4) LogTiming	0.735*	0.745*	0.573*	1.000				
(5) LogStructur	0.830*	0.805*	0.610*	0.779*	1.000			
(6) opinion	-0.006	-0.017	0.021	0.051*	-0.024	1.000		
(7) think	0.076*	0.049*	0.065*	0.060*	0.072*	-0.128*	1.000	
(8) attribute	0.105*	0.130*	0.123*	0.141*	0.125*	-0.017	-0.032	1.000

\* shows significance at the 0.05 level

The preview in Table 4 shows the dyadic correlations between the rhetorical concepts and their bricolage. On the left side, the table shows pairs of concepts, and on the right side, it shows the inter-correlation matrix. Based on the size, the preview captures the hierarchy. As expected, the functional-structural interaction takes the top position (83 %), actor-structure takes the third position (81 %), and actor-structure takes the third position (79 %) in the correlational hierarchy. These correlations place functions, structures and actors in the high salience because of the attention to the concept and inter-conceptual bricolage. In comparison, the location-timing (57 %) takes the lowest place in the attention salience, and the actor-location (58 %) takes the second lowest place in the attention salience in Table 4. A

conventional benchmark shows that the correlations over 40 % have significant effects on the decision (Cicchetti, 1994). Thus, the actor vis-à-vis functions and structure merit further attention whether and how different references to actors (the self and environment) differ in the correlational salience.

**Table 4: Saliency of contextual bricolage**

Rank	Saliency	Concept	Bricolage	Concept
1	83 %	Function	↔	Structure
2	81 %	Actor	↔	Structure
3	79 %	Function	↔	Actors
4	78 %	Timing	↔	Structure
5	75 %	Actor	↔	Timing
6	74 %	Function	↔	Timing
7	62 %	Function	↔	Location
8	61 %	Location	↔	Structure
9	58 %	Actor	↔	Location
10	57 %	Location	↔	Timing

*Sources:* Rules of thumb analysis (Cicchetti, 1994)

Less than 0.40—poor.

Between 0.40 and 0.59—fair.

Between 0.60 and 0.74—good.

Between 0.75 and 1.00—excellent.

Before going into further details on the bricolage of trilateral conceptual bricolage, we recall two issues in the correlation matrix and a preview. First, the analysis represents rows containing observations (200 questions) and columns containing variables (5 contextual themes). In this process, from the key terms to integrated them in the variables, we organised the data into 200 observations based on the question as a unit of analysis. Second, we divided actors to sub-categories for further analysis in the correlational matrix presented below in Table 5.

The preview of 12 types of actors in Table 5 shows a variety of actors and their identities in the founder's narratives. The founder referred to actors in different frames, making 12 types of factors. Among these 12 references to the actors, the collective pronoun takes the lead, in which the founder uses 'we' for all the parties concerned in the SFB. This fear of the loss of collectiveness (we) takes the top spot in the bricolage with functions and structures. Then the founder shifts to the children in the second place, which takes the functional and relational positions in the narratives. The third position goes to the founder's self-reference. The role of the family takes fourth place. Thus, the collectiveness and its loss in the saliency has the most serious concern of the founder. The children, family, and other members received the least attention in the founder's narratives about apprehension. These descriptive statistics and categorised patterns to offer opportunities for further research and interpretation of their respective contexts.

**Table 5: Founder-actor relational bricolage**

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
(1) LogFunction	1.00														
(2) LogStructur	0.83*	1.00													
(3) LogTiming	0.73*	0.78*	1.00												
(4) LogLocation	0.62*	0.61*	0.57*	1.00											
(5) parent	0.50*	0.48*	0.42*	0.39*	1.00										
(6) children	0.53*	0.55*	0.49*	0.44*	0.67*	1.00									
(7) father	0.25*	0.28*	0.26*	0.25*	0.21*	0.33*	1.00								
(8) mother	0.18*	0.21*	0.15*	0.24*	0.20*	0.23*	0.32*	1.00							
(9) son	0.31*	0.32*	0.32*	0.29*	0.23*	0.47*	0.57*	0.16*	1.00						
(10) daughter	0.20*	0.20*	0.16*	0.27*	0.12	0.26*	0.15*	0.23*	0.29*	1.00					
(11) my/mine	0.51*	0.51*	0.51*	0.46*	0.26*	0.44*	0.23*	0.19*	0.52*	0.23*	1.00				
(12) we	0.59*	0.59*	0.56*	0.49*	0.45*	0.41*	0.20*	0.29*	0.25*	0.29*	0.46*	1.00			
(13) founder	0.24*	0.24*	0.26*	0.15*	0.20*	0.22*	0.29*	0.20*	0.11	-0.03	0.10	0.16*	1.00		
(14) successor	0.37*	0.37*	0.37*	0.33*	0.28*	0.25*	0.13	0.01	0.06	-0.07	0.10	0.23*	0.17*	1.00	
(15) employee	0.35*	0.33*	0.31*	0.35*	0.38*	0.39*	0.06	0.01	0.16*	0.15*	0.18*	0.23*	-0.01	0.26*	1.00
(16) client	0.16*	0.17*	0.16*	0.06	0.09	0.12	0.19*	0.08	0.04	0.05	0.11	0.16*	0.29*	0.11	0.00

\* shows significance at the 0.05 level

**Table 6: Preview of actors vis-à-vis functions and structures bricolage**

#	Structural salience	Functional salience	Actors	Meaning
1	59 %	59 %	We	Collectives importance
2	55 %	53 %	Children	Dependent/generation gap
3	51 %	51 %	My/mine	Predecessor/founder control
4	48 %	50 %	Parents	Family role/identity
5	37 %	37 %	Successor	Heir attributes
6	33 %	35 %	Employee	Workers/managers importance
7	32 %	31 %	Son	Male heir
8	28 %	25 %	Father	Father, the family leader
9	24 %	24 %	Founder	The business owner
10	21 %	20 %	Daughter	Female heir
11	20 %	18 %	Mother	Mother, the family
12	17 %	16 %	Client	Buyers, business partner, outsiders

*Sources:* Rules of thumb analysis (Cicchetti, 1994)

Less than 0.40—poor.

Between 0.40 and 0.59—fair.

Between 0.60 and 0.74—good.

Between 0.75 and 1.00—excellent.

## Discussion

Research on family business succession has proliferated over the years, and so has expanded the variety of questions and answers about the causes and effects of inter-generational family business succession. Some studies have considered different sectors, size of the firm, and development of the family business (Handler & Kram, 2004). Others writers show that family business encompasses multiple logics that compete and conflict (De Massis, Frattini, & Lichtenthaler, 2013; Gallo, Tàpies, & Cappuyns, 2004). Another set of studies has addressed the causes and effects of inter-generational succession and underlying uncertainties in the process (Miller, Steier, & Le Breton-Miller, 2003). Some of these empirical studies deal with the succession process (Dou & Li, 2013), others deal with the succession narratives (Dalpiaz et al., 2014), some others deal with the unexpected success of returning heirs (Chalus-Sauvannet, Deschamps, & Cisneros, 2015), and another set of studies focuses on founder-successor grooming processes in the family business succession (McMullen & Warnick, 2015). While these studies have resolved some issues about the succession problem, they have ignored the founder's apprehension. In the inter-generational succession in the small family business (SFB), the founder's apprehension impacts SFB survival, which needs focused attention.

This article addressed the founder's apprehension in the SFB in a qualitative process and quantitative analysis of the inter-contextual correlations. In the qualitative process, the 200 exploratory questions gathered textual data from the responses of 18

in-depth interviews conducted in Thailand. In the quantitative process, we transformed the responses to these 200 questions into observations under five contextual variables in this two-stage research design. First, we introduced the five rhetorical contextual devices: functional, actor, location, timing, and structural. Figure 1 in the above shows them in the framework section. Second, we estimated the frequency of these five contextual factors for their intensities. Third, we estimated their dyadic interactions for generated inter-contextual correlations based on 200 observations (questions-responses as units). Following the decision ecology, rhetorical questions and institutional theory in the framework, we called the inter-contextual correlations as the bricolage of ideas (contexts). We discuss them in the following steps.

### Conceptual Salience

The conceptual salience shows that the founder's attention dominates in a functional, structural and actor-specific context. We asked the respondents about the main problems they faced while thinking about handing over their businesses to their children. The frequency of their responses to knowledge for functional operation received the most attention, followed by structures/methods and then by actors (e.g. children, family, founder, parents, employees, customers and friends). The attention-based view draws meaning from the salience of the situated attention (Ocasio, 1997). In our analysis, the salience of the situated attention implies a gap between the founder's knowledge and the successor's knowledge. After the functional gap, the structural gap induces the founder's apprehension. At the third level of contextual attention and its impact on the founder's apprehension, actors in the SFB attract attention and draw salience more than timing and location of the family business.

In the theoretical sense, the function knowledge reflects a gap for the apprehension. The founder preferred and valued the experiential knowledge of running SFB for many years, and the founder perceives that the heir lacked experience. Instead, the heir gained a higher level of knowledge in the formal education — the university degree, which the founder lacks. This gap suggests that the heir signal two types of functional knowledge in the field: explicit and tacit knowledge (Polanyi, 1967). The explicit knowledge captures the heir's former education that the founder had sponsored and the tacit knowledge that the founder had developed through direct engagement with the SFB for decades. This gap explains the founder's apprehension for two reasons. First, the prospect theory suggests that the experiential link and affinity with an entity increase the salient cost for the owner, and it far exceeds the true cost-benefit analysis (Kahneman, Knetsch, & Thaler, 1986). Second, the competing assumption in the founder's mind as causes fears and uncertainty because of the information inter-generational asymmetries between explicit and tacit knowledge for functional value in the SFB.

At the second level, the structural salience shows the intensity that has contextualised implications. Whereas the founder prefers informal structures such as relations, collaboration, and trust with the environment, the heir carries formal mechanisms through university education. For the founder, informal structures and modes had worked in the SFB for many years, and the founder believed them to be credible, appropriate and reliable structures. The founder perceives it the best way to organise processes, communication and exchange with employees, customers and institutions in the field. The entry of the heir in the discourse shifted the founder's focus to the relational structures that the founder has built. The founder believes that the formal mechanisms such as merits, technical evaluation and efficiency-oriented structure may lead to the decline of the SFB. In particular, the rise of the heir means the decline of the founder's identity and role in the SFB in the structural context. The declining role of the founder implies the potential loss of founder's control on the structural decisions; therefore, the structural frames used in the narratives implies that the structural contexts become the second most salient contributor to the founder's apprehension in the inter-generational succession.

Some previous research on functional and structural issues (Gallo et al., 2004) makes similar inferences about the survival and growth concerns of the SFB, albeit without the apprehension analysis. Some writers show that the misfit between the perceived values of knowledge quantity and quality generates dissonance between two generations (Handler, 1990; Handler, 1994). The increase in the functional knowledge and processes (structures) in the founder's mind add to the level of uncertainty in the SFB succession (Lee, Lim, & Lim, 2003). This perceived gap from the founder's perspective hampers the relations for the problem-solution conditions (Massis, Kotlar, Chua, & Chrisman, 2014). In our findings, the founder's gives high prestige to 'experiential knowledge' and low prestige to the 'university degree'. These two identities create differences in the founder's judgement, inducing the notion of apprehension (Lee et al., 2003). The institutional theory frames this phenomenon as dominant logic, which induces attention and action in defining the goals and means in the business decision (Bettis & Prahalad, 1995; Dunn & Jones, 2010).

### Inter-conceptual Bricolage

The inter-conceptual bricolage alludes the resits on two separate issues behind the founder's apprehension about the inter-generational succession. First, the functional and structural interaction takes the salient position in the founder's mind. The positive and high correlation suggests that the founder considers functional knowledge and structural development more than other dyadic interactions of contextual factors. Second, various references to actors positively correlate with functions and structures in dyadic correlations. For instance, the reference to the collective known (we) combine multiple identities in the SFB. It includes children, family, founder, customer and other actors. In this circle of actors in the contextual analysis, the ref-

erence to Children takes the second dominant place. The founder's self-reference (I, me, me, mine) takes the third place. This bricolage within and between textual devices suggests conflicting frames and their cognitive functions.

Prior literature explains the cognitive functions in two contextual ways. First, multiple logics operate in the institutional theory in the family business context (Gallo et al., 2004). The logic of functions combines with the logic of psychology and sociology. The logic of functions defines efficiencies, and the logic of social-psychological defines environmental pressure. Second, contextual bricolage may induce competing or conflicting meaning and action. The competing bricolage measures the size of the correlation, while the conflicting bricolage measures the direction. Since the conflicting bricolage implies a negative correlation between the two contextual elements, our results of the inter-contextual bricolage produce concrete meanings of the analysis in this socio-economic paradigm in the institutional theory.

### Socio-economic Paradigm

The socio-economic paradigm contends that the inter-contextual bricolage of the SFB builds on two purposes. The first purpose identifies the SFB as a profit-making entity and tool. This instrumental purpose links the purpose of business survival and growth to the purpose of economic goals and means. The second purpose of the SFB identifies with the socio-psychological, and the SFB becomes the end of while the survival and growth become the instrumental tools. This inter-contextual bricolage suggests that the attention varies in three dimensions in the narratives, and narrative evaluation influences economic decisions (Shiller, 2019). First, the order of risk-reward framing alters the attention, meaning and its magnitude of importance in the context (Kahneman et al., 1986). Second, the functional and structural interaction form a spectrum of bricolage. The functional context dominants on the one end and structural context dominate on the other end of this spectrum. Third, technical and relational correspond to this spectrum on the one and the other end. The middle of these spectra suggests a level of coherence, and the distance between the ends of the spectrums suggests a level of conflict. Overall, the inter-contextual bricolage smoothens the way forward for further research on succession apprehension.

First, the model developed in this article shows some critical building blocks for theory. Second, the model sets boundaries for theoretical sampling from multiple national, sectoral and organisational contexts. Third, it contributes to the attention theory through the bricolage concept within the domain of the institutional theory. Fourth, it supports the 'bricolage of ideas' for such a bricolage alters meanings and action. Last, it offers testable propositions and hypotheses, and future research and practice can draw clues from this.

To the founder and successor, we offer several suggestions. First, propose that the predecessor and successor should attend to the positive and high correlations be-

tween functional and structural contexts. The positive correlation and its size show that the founder and heirs if they share their futures on the two contexts, their overlapping identities can reduce the tension. Without sharing the 'nature of the equal future', the perceived differences in the goals and means hinder the founder's assumptions. The shared future and different approaches appear less critical. Second, we suggest that they can find a connivance path rather than conflicting paths. Communication between the two based on the common contextual attention and meaning may reduce uncertainties. Third, the information gap at the perception level trickled down to the substance level in the goals and means for meaningful action. Founders, heir, and other stakeholders in the family business may find its relevance and significant when they have the tools to address their blind spots, apply it as a guideline and use it as a map for reflection and action.

The study suffers from several limitations. First, it offers a descriptive model which lacks generalisation because of the limited interviews, industrial setting and national setting. Second, the study has used 200 interview questions and transformed them into observations. An increase of the respondents (interviews) sheds a broader and better light if considered in future research. Third, one country-specific data lacks general acceptance and application. Fourth, the inter-contextual bricolage excluded multiple other dimensions in the SFB purpose, operations and outcome. Fifth, the study has noted answered what happened before, during and after the succession event. In the high technology sectors, large companies, and cross-generational succession may differ along with these inter-conceptual attentions and bricolage in the decision process. We believe that this step reveals micro-processes that have the potential to influence the predecessor's apprehension about the successor in the SFB, leaving multiple paths for future researchers.

## References

- Abramson, M. 1983. *Social Research Methods*. Englewood Cliffs, NJ: Prentice Hall.
- Annesley, T. M. 2010. Who, What, When, Where, How, and Why: The Ingredients in the Recipe for a Successful Methods Section. *Clinical Chemistry* 56(6): 897–901.
- Baker, T. 2007. Resources in play: bricolage in the toy store(y). *Journal of Business Venturing*, 22(5): 694–711.
- Baker, T., & Nelson, R. E. 2005. Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Administrative Science Quarterly*, 50(3).
- Baron, R. A. 2008. The Role of Affect in the Entrepreneurial Process. *Academy of Management Review*, 33(2): 328–340.
- Bateson, G. 1972. *Steps to an ecology of mind*. New York: Ballantine Books.
- Berg, B. L. 2006. *Qualitative Research Methods for the Social Sciences* (6th ed.). Boston, MA: Allyn & Bacon.
- Bertrand, M., Johnson, S., Samphantharak, K., & Schoar, A. 2008. Mixing family with business: A study of Thai business groups and the families behind them. *Journal of Financial Economics*, 88(3): 466–498.

- Bettis, R. A., & Prahalad, C. K. 1995. The Dominant Logic: Retrospective and Extension. *Strategic Management Journal*, 16(1): 5.
- Bourdieu, P. 1963. The Attitude of Algerian Peasant toward Time. In J. Pitt-Rivers (Ed.), *Mediterranean Countrymen: Essays in the Social Anthropology of the Mediterranean*. Paris: Mouton & Co.
- Burke, D. K. 1969. *A Grammar of Motives*. Berkely: University of California Press.
- Campbell, J. 2004. *Institutional Change and Globalization*. Princeton: Princeton University Press.
- Chalus-Sauvannet, M.-C., Deschamps, B., & Cisneros, L. 2015. Unexpected Succession: When Children Return to Take Over the Family Business. *Journal of Small Business Management*, DOI: 10.1111/jsbm.12167.
- Chutatong, C., Kali, R., & Wiwattanakantang, Y. 2006. Connected lending: Thailand before the financial crisis. *Journal of Business*, 79(1): 181–218.
- Cicchetti, D. V. 1994. Guidelines, criteria, and rules of thumb for evaluating normed and standardized assessment instruments in psychology. *Psychological Assessment*, 6(4): 284–290.
- Clancy, C. A. 2014. The politics of temporality: Autonomy, temporal spaces and resoluteness. *Time & Society*, 23(1): 28–48.
- Clore, G. L., Schwarz, N., & Conway, M. 1994. Affective causes and consequences of social information processing. In R. S. J. Wyer, & T. K. Srull (Eds.), *Handbook of Social Cognition* Lawrence Erlbaum Associates.
- Dalpiaz, E., Tracey, P., & Phillips, N. 2014. Succession Narratives in Family Business: The Case of Alessi. *Entrepreneurship Theory & Practice*, DOI: 10.1111/etap.12129.
- De Massis, A., Frattini, F., & Lichtenthaler, U. 2013. Research on Technological Innovation in Family Firms: Present Debates and Future Directions. *Family Business Review*, 26(1): 10–31
- Dehlen, T., Zellweger, T., Kammerlander, N., & Halter, F. 2014. The role of information asymmetry in the choice of entrepreneurial exit routes. *Journal of Business Venturing*, 29(2): 193–209.
- DeNoble, A., Ehrlich, S., & Singh, G. 2007. Toward the Development of a Family Business Self-Efficacy Scale: A Resource-Based Perspective. *Family Business Review*, 20(2): 127–140.
- Desa, G., & Basu, S. 2013. Optimization or Bricolage? Overcoming Resource Constraints in Global Social Entrepreneurship. *Strategic Entrepreneurship Journal*, 7(1): 26–49.
- DeTienne, D. R. 2010. Entrepreneurial exit as a critical component of the entrepreneurial process: Theoretical development. *Journal of Business Venturing*, 25(2): 203–215.
- Di Domenico, M., Haugh, H., & Tracey, P. 2010. Social Bricolage: Theorizing Social Value Creation in Social Enterprises. *Entrepreneurship Theory & Practice*, 34(4): 681–703.
- DiMaggio, P., & Powell, W. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48(2): 148–160.
- Dou, J., & Li, S. 2013. The succession process in Chinese family firms: A guanxi perspective. *Asia Pacific Journal of Management*, 30: 893–917.
- Douglas, M. 1986. *How Institutions Think*. Syracuse: Syracuse University Press.
- Dunn, M. B., & Jones, C. 2010. Institutional logics and institutional pluralism: The constestation of care and science in medical education, 1967–2005. *Administrative Science Quarterly*, 55: 114–149.

- Duymedjian, R., & Ruling, C. C. 2010. Towards a foundation of bricolage in organization and management theory. *Organization Studies*, 31: 133–151.
- Flaherty, M. G. 2003. Time Work: Customizing Temporal Experience. *Social Psychology Quarterly*, 66(1): 17–33.
- Forgas, J. P. 1995. Mood and judgement: The affect infusion model (AIM). *Psychological Bulletin*, 117: 39–66.
- Fredrickson, B. L. 2001. The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist* 56: 218–226.
- Fredrickson, B. L., & Branigan, B. 2005. Positive emotions broaden the scope of attention and thought-action repertoires. *Cognition and Emotion*, 19(3): 313–332.
- Gallo, M. Á., Tàpies, J., & Cappuyens, K. 2004. Comparison of Family and Nonfamily Business: Financial Logic and Personal Preferences. *Family Business Review*, 17(4): 303–318.
- Gardiner, N. 1937. *Feeling and Emotion: A History of Theories*. New York, NY: American Book Co.
- Gardner, W. L., & Martinko, M. J. 1988. Impression management in organizations. *Journal of Management*, 14: 321–338.
- Garud, R., & Karnøe, P. 2003. Bricolage versus breakthrough: distributed and embedded agency in technology entrepreneurship. *Research Policy*, 32(2): 277–230.
- Giddens, A. 1990. *The Consequences of Modernity*. Stanford, CA: Stanford University Press.
- Goffman, E. 1974. *Frame analysis: An essay on the organization of experience*. Cambridge, MA: Harvard University Press.
- Handler, W. 1990. Succession in family firms: A mutual role adjustment between entrepreneur and next generation family members. *Entrepreneurship Theory & Practice* 15(1): 37–51.
- Handler, W., & Kram, K. E. 2004. Succession in family firms: The problem of resistance. *Family Business Review*, 1(4): 361–381.
- Handler, W. C. 1994. Succession in Family Business: A Review of the Research. *Family Business Review*, 7(2): 133–157.
- Heck, R. K. Z., & Trent, E. S. 1999. The prevalence of family business from a household sample. *Family Business Review*, 12(3): 309–224.
- Hendry, C., & Harborne, P. 2011. Changing the view of wind power development: More than “bricolage”. *Research Policy*, 40(5): 778–789.
- Holisti, O. R. 1968. Content Analysis In G. Lindzey, & E. Aaronson (Eds.), *The Handbook of Social Psychology*. Reading, MA: Addison-Wesley.
- Imai, M. 2006. Mixing Family Business with Politics in Thailand. *Asian Economic Journal* 20(3): 241–256.
- Jaques, E. 1971. *Time-span handbook: the use of time-span of discretion to measure the level of work in employment roles and to arrange an equitable payment structure*. London: Heinemann.
- Kahneman, D., Knetsch, J. L., & Thaler, R. H. 1986. Fairness and the Assumptions of Economics. *The Journal of Business*, 59 (4): S285-S300.
- Kaye, K. 1996. When the Family Business Is a Sickness. *Family Business Review*, 9(4): 347–368.
- Kitayama, S., & Masuda, T. 1995. Reappraising cognitive appraisal from a cultural perspective. *Psychological Inquiry*, 6(3): 217–223.

- Kraiger, K., Ford, J. K., & Salas, E. 1993. Application of cognitive, skill-based, and affective theories of learning outcomes to new methods for training evaluation. *Journal of Applied Psychology*, 78(2): 311–328.
- Krippendorff, K. 2004. *Content Analysis: An Introduction to Its Methodology* (2nd ed.). Thousand Oaks, CA: Sage
- Lazarus, R. S., & Smith, C. A. 1988. Knowledge and Appraisal in the Cognition-Emotion Relationship. *Cognition and Emotion*, 2(4): 281–300.
- Lee, K. S., Lim, G. H., & Lim, W. S. 2003. Family business succession: Appropriate risk and choice of successor. *Academy of Management Review*, 28(4): 657–666.
- Levi-Strauss, C. 1966. *The Savage Mind*. Chicago: University of Chicago Press.
- Lumpkin, G. T., & Brigham, K. H. 2011. Long-term orientation and intertemporal choice in family firms. *Entrepreneurship Theory & Practice*, 35(6): 114.
- Malik, T. H. 2019. Founder's Apprehension in Small Family Business Succession in Thailand: Interpretative View of Contextual Attention *Sage Open*, 9(4): 1–16.
- March, J. G. 1988. *Decisions and Organizations*. New York: Basil Blackwell.
- March, J. G. 1994. *A Primer on Decision Making: How Decisions Happen*. New York: The Free Press.
- March, J. G. 1999. *The Pursuit of Organizational Intelligence*. Oxford, Malden: Blackwell Business.
- Markus, H. R., & Kitayama, S. 1991. Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98: 224–253.
- Massis, A. D., Kotlar, J., Chua, J. H., & Chrisman, J. 2014. Ability and Willingness as Sufficiency Conditions for Family-Oriented Particularistic Behavior: Implications for Theory and Empirical Studies. *Journal of Small Business Management*, 52(3): 344–364.
- Matsumoto, D. 1993. Ethnic differences in affect intensity, emotion judgments, display rule attitudes, and self-reported emotional expression in an American sample. *Motivation and Emotion*, 17(2): 107–123.
- McMullen, J. S., & Warnick, B. J. 2015. To Nurture or Groom? The Parent-Founder Succession Dilemma. *Entrepreneurship Theory & Practice*, November (Special): 1379–1412.
- Miller, D., Steier, L. P., & Le Breton-Miller, I. 2003. Lost in time: Intergenerational succession, change and failure in family business. *Journal of Business Venturing* 18(4): 513–531.
- Ocasio, W. 1997. Toward an attention-based view of the firm. *Strategic Management Journal*, 18(S1): 187–206.
- Ocasio, W. 2011. Attention to Attention. *Organization Science*, 22(5): 1121–1367.
- Ocasio, W., Laamanen, T., & Vaara, E. 2018. Communication and attention dynamics: An attention-based view of strategic change. *Strategic Management Journal*, 39(1): 155–167.
- Podolny, J. M., & Baron, J. 1997. Relationships and resources: Social networks and mobility in the workplace. *American Sociological Review*, 62: 673–693.
- Polanyi, M. 1967. *The tacit dimension*. London: Routledge & Kegan Paul.
- Prescott, S., Csikszentmihalyi, M., & Graef, R. 1981. Environmental effects on cognitive and affective states: The experiential time sampling approach. *Social Behavior and Personality*, 9(1): 23–32.

- Rafaeli, A. 2013. Emotion in organizations: Considerations for family firms. *Entrepreneurship Research Journal* 3(3): 295–300.
- Reay, T., & Whetten, D. A. 2011. What Constitutes a Theoretical Contribution in Family Business? *Family Business Review*, 24: 105–110.
- Rogoff, E., & Heck, R. K. Z. 2003. Evolving research in entrepreneurship and family business: recognizing family as the oxygen that feeds the fire of entrepreneurship *Journal of Business Venturing* 18: 559–566.
- Sauder, M., Lynn, F., & Podolny, J. M. 2012. Status: Insights from Organizational Sociology. *Annual Review of Sociology*, 38: 267–283.
- Scott, W. R. 2003. *Organizations: Rational, Natural, and Open Systems* (Fifth ed.). Upper Saddle River, NJ: Prentice Hall.
- Sharma, P., & Manikuti, S. 2005. Strategic divestments in family firms: Role of family structure and community culture. *Entrepreneurship Theory and Practice*, 29: 293–311.
- Sharma, P., Sieger, P., Nason, R., Cristina, A., & Ramachandran, K. 2014. *Exploring Transgenerational Entrepreneurship Research: The Role of Resources and Capabilities*. Northampton, MA.: Edward Elgar Publishing Inc.
- Sharma, P., & Smith, B. 2008. Ed's Dilemma: Succession Planning at Niagara Paving. *Entrepreneurship Theory & Practice*, 32(4): 763–774.
- Shiller, R. J. 2000. *Irrational Exuberance* Princeton, New Jersey Princeton University Press.
- Shiller, R. J. 2019. *Narrative Economics: How Stories Go Viral and Drive Major Economic Events* New Jersey: Princeton University Press.
- Smith, C. A., & Kirby, L. D. 2009. Putting appraisal in context: Toward a relational model of appraisal and emotion. *Cognition and Emotion*, 23(7): 1352–1372.
- Suddaby, R. R., & Greenwood, R. 2005. Rhetorical strategies of legitimacy. *Administrative Science Quarterly*, 50: 35–67.
- Swedberg, R. (Ed.). 2014. *Theorizing in Social Science: The Context of Discovery*. Stanford, CA: Stanford University Press.
- Weber, K., & Glynn, M. A. 2006. Making Sense with Institutions: Context, Thought and Action in Karl Weick's Theory. *Organization Studies*, 27(11): 1639–1660.
- Weick, K., E. 1995. *Sensemaking in organizations*. Thousand Oaks, CA: Sage Publications 1995.
- Whetten, D. 1989. What Constitutes a Theoretical Contribution? *Academy of Management Review*, 14(4): 490–495.
- Wortman, M. S. 1994. Theoretical foundations for family-owned business: a conceptual research-based paradigm. *Family Business Review*, 7(1): 3–27.
- Yabushita, N. W., & Suehiro, A. 2014. Family business groups in Thailand: coping with management critical points. *Asia Pacific Journal of Management*, 31: 997–1018.

## Appendix A: Interviews

Location Cities	Firm age	Firm size	Managers	Interviewees
Samutprakarn	30	50–99	Husband & wife	Husband
Samutprakarn	25	100–199	Husband & wife	Wife
Samutprakarn	16	10–49	Husband & wife	Husband
Bangkok	23	10	Husband	Husband
Bangkok	8	10	Wife	Wife
Bangkok	24	10–49	Husband	Husband
Bangkok	24	10–49	Husband	Husband
Bangkok	12	100–199	Wife	Wife
Bangkok	22	100–199	Husband & wife	Husband
Bangkok	20	100–199	Husband	Husband
Bangkok	28	10	Husband	Husband
Pathumthanee	20	10–49	Husband	Husband
Pathumthanee	25	10	Husband	Husband
Pathumthanee	15	10	Husband	Husband
Samutsakorn	18	10–49	Husband & wife	Husband
Nakornprathom	28	10–49	Husband & wife	Husband
Saraburi	17	100–199	Husband	Husband
Nonthaburi	22	50–99	Husband & wife	Wife

*Business types:* Factories of Gypsum, aluminium, construction, glass, paper, machine tools and real estate consulting